

*Impacting Lives,*



*Nurturing Community  
Champions*



# Mission Statement

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YMCA of Singapore is a volunteer-based Christian organisation that seeks to serve and impact all members of the community regardless of race, language or religion, through programmes, services and enterprises to develop the body, mind and spirit.

## Core Values

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### **COMPASSION**

To recognise the needs of others especially the last, the lost and the least, then take action to help

### **SERVANT LEADERSHIP**

To desire to serve first, then to make the conscious choice to take the lead to act

### **HONESTY**

To speak and embody the truth, to act and to be worthy of trust, and to have integrity in making sure our choices (decisions and actions) are in line with our Christian values

### **ACCOUNTABILITY**

To be accountable for our behaviour and our actions in meeting our obligations

### **RESPECT**

To treat others as we would have them treat us and to value the worth of every person

### **EXCELLENCE**

To strive for best practices

YMCA of Singapore (UEN: S61SS0045E) is registered with the Registry of Societies since 12 April 1961. The Association is a registered charity under the Charities Act since 26 November 1985 and recognised as an Institution of a Public Character by the Commissioner of Charities.

### **YMCA of Singapore is a member of the following organisations:**

National Council of Churches of Singapore  
National Council of Social Service  
National Youth Council  
People's Association

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# President's Message

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Dear Members and Friends,

It has been a year with many rewarding moments, as well as some challenges. We celebrated Singapore's Golden Jubilee in 2015 and we thank God for His bountiful blessings and for seeing Singapore to where it is today.

## **COMMUNITY SERVICES**

We are thankful for the continued support that we received from various corporations, organisations and individuals during the year which enabled us to sustain our programmes to enrich the lives of our beneficiaries both locally and overseas. YMCA volunteers were able to play a part in their educational, emotional, social and physical development while also imparting life skills to help them improve their quality of living.

## **VOLUNTEER DEVELOPMENT**

Volunteers are the heartbeat of YMCA's community service programmes, playing a significant role in creating a vibrant, caring society and bringing about meaningful, enduring change in the community through their acts of service. In over 600 activities all year round, we rely on volunteers to undertake diverse roles and tasks to improve the lives of our beneficiaries.

## **YOUTH EMPOWERMENT**

As the next generation of leaders, youths have a crucial role to play in shaping our future. All of them have the potential to create significant impact in the community. We will continue to provide and develop new platforms for youths to exercise their skills, knowledge and leadership, so that they are able to step into new roles and lead the change themselves.

## **LOOKING AHEAD**

In terms of operations and governance, we have implemented a new finance software system to improve productivity. Preparations are underway for a customer relationship management system targeted for launch in December 2016/January 2017. The new system will enable us to cultivate stronger relationships with volunteers, members and donors.

We have also conducted a "building condition assessment" exercise as this is the only key physical asset of the YMCA of Singapore. Over the next two to three years, we will be renovating the building, which is funded through the reserves we have accumulated.

We count it a joy and privilege to serve together with you in bringing cheer and hope to the less privileged in our community in 2015. In the year ahead, let us continue to work together to impact more lives and nurture socially responsible community champions.

In His Service,

A handwritten signature in blue ink, reading "Kw S. Chew". The signature is fluid and cursive.

CHEW KWEE SAN  
President

# 2015 in Review

## COMMUNITY SERVICES



**14,871**

beneficiaries served



**146,098**

hours of  
voluntary service



**200**

at-risk youths engaged



**2,101**

hours in counselling/  
intervention & engagement  
sessions for at-risk youths



**\$50,000**

disbursed to support  
underprivileged  
families

## VOLUNTEER DEVELOPMENT



**10,605**

volunteers mobilised



**3,220**

hours of volunteer  
training conducted

## YOUTH EMPOWERMENT



**8,140**

young community  
champions engaged



**15,917**

hours of voluntary  
service



**\$813,315**

raised by youths  
for causes they are  
passionate about

#### PATRON IN CHIEF

His Excellency **Dr Tony Tan Keng Yam**  
*President of the Republic of Singapore*

#### OFFICE BEARERS

**Mr Chew Kwee San**  
*President*

**Mr Leslie Wong Kin Wah**  
*Vice President*

**Mr Ooi Boon Hoe**  
*Vice President*

**Mr Bryan Tan Suan Tiu**  
*Honorary Secretary*

**Dr Tan Sze Wee**  
*Honorary Treasurer*

#### EXECUTIVE COMMITTEE

**Mr Chew Kwee San**  
*President*

**Mr Leslie Wong Kin Wah**  
*Vice President*

**Mr Ooi Boon Hoe**  
*Vice President*

**Mr Bryan Tan Suan Tiu**  
*Honorary Secretary*

**Dr Tan Sze Wee**  
*Honorary Treasurer*

**Ms Koh Shaw Luan**  
*Member*

**Mr Stephen Loh Sur Yong**  
*Member*

#### BOARD TRUSTEES

**Mr Lee Liat Cheng**

**Dr Robert Loh Choo Kiat**

**Mr Cecil V R Wong**

**Mr David Wong Cheong Fook**

#### HONORARY LIFE MEMBERS

**Mr Shaw Vee Meng**

**Mr Harold Shaw**

**Dr Robert Loh Choo Kiat**

**Mr Cecil V R Wong**

**Mr S R Nathan**

#### HONORARY CHAPLAINS

**Rev Dr Kow Shih Ming**

*Pastor-in-Charge*

*Wesley Methodist Church*

**Rev Dr Graham Ng (till Jan 2016)**

*Senior Minister*

*Orchard Road Presbyterian Church*

**Rev Peter Poon (from Jan 2016)**

*Interim Senior Minister*

*Orchard Road Presbyterian Church*

#### HONORARY LEGAL COUNSELS

**Mr Peter Sim Swee Yam**

**Mr Bryan Tan Suan Tiu**

**Mr Laurence John Wee**

## Board Of Directors



**Mr Chew Kwee San**  
*President*



**Mr Leslie Wong Kin Wah**  
*Vice President*



**Mr Samuel Chan Wei Mun**



**Mr Steven Chia Oon Seet**



**Mr Peter Sim Swee Yam**  
**BBM**



**Mr Tan Eng Beng**



**Mr David Lua Soo Theng**  
**PBM**  
*Co-opted*





**Mr Ooi Boon Hoe**  
*Vice President*



**Mr Bryan Tan Suan Tiu**  
*Honorary Secretary*



**Dr Tan Sze Wee**  
*Honorary Treasurer*



**Mr Stephen Loh Sur Yong**  
**PBM**  
*Immediate Past President*  
*Co-opted*



**Dr Thomas Choong**  
**Ying Chuan**



**Mr Ho Chee Hon**



**Ms Koh Shaw Luan**



**Mrs Magdalene Sik**  
**Swee Hiang**



**Mr Peter Tay Yew Beng**



**Mr Eric Teng Heng Chew**  
**BBM**



**Mr Teo Zi-Ming**



**Mr Lee Liat Cheng**  
**BBM**  
*Co-opted*

## YMCA Advisory Council



**Mr S Dhanabalan**  
**Chairman**



**Mr Andrew Ang**  
**PBM**



**Mr Khoo Boon Hui**  
**PPA, PBS, PJG**



**Mr Jonathan Larsen**



**Mr Lee Liat Cheng**  
**BBM**



**Mr Tan Gee Paw**  
**PPA, PJG**

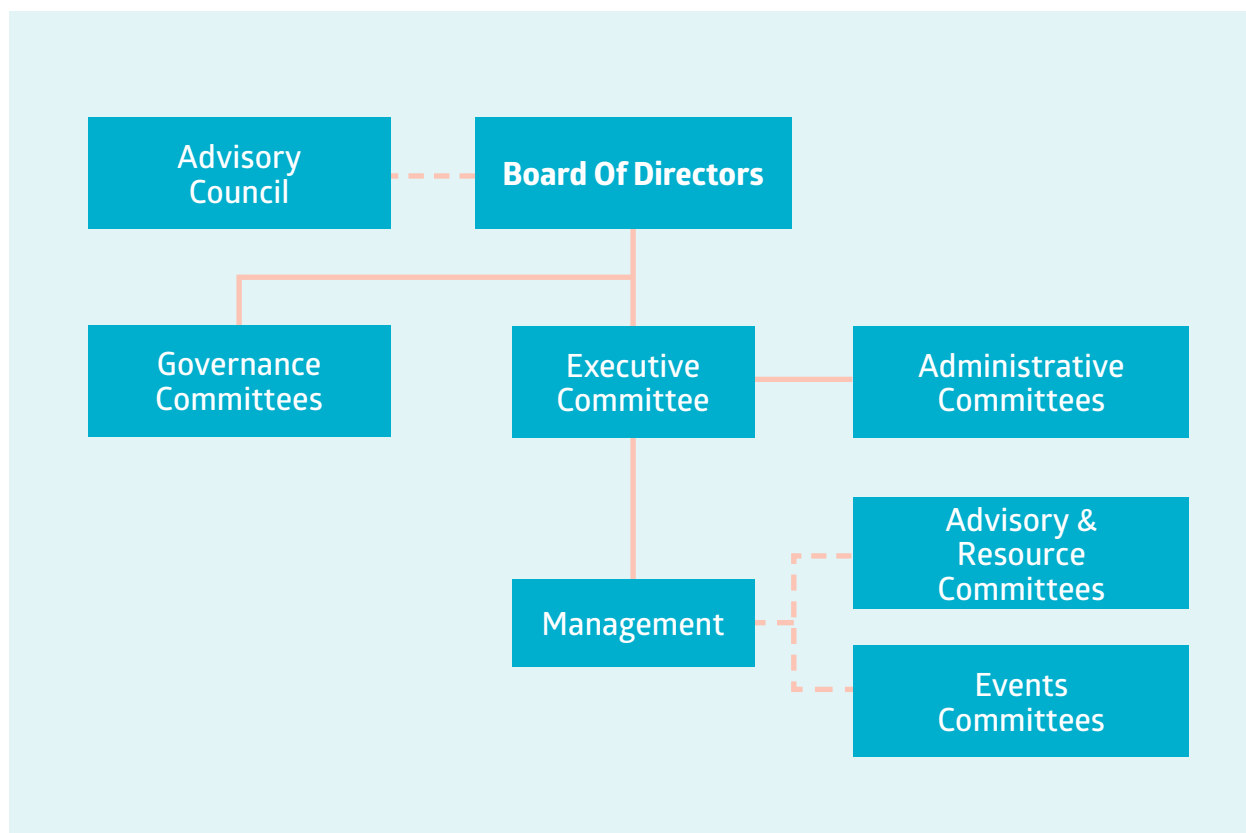


**Mrs Mildred Tan**  
**BBM**



**Mr Tay Puan Siong**  
**JP, PBM**

# Organisational Structure



## MANAGEMENT TEAM

### Mr Lo Chee Wen

General Secretary

### Ms Lynette Yeo

Assistant General Secretary, Social Enterprises

### Ms Samantha Seah

Assistant General Secretary, Programmes

### Mr Francis Chong

General Manager, Corporate Services

### Mr Joseph Chow

General Manager, YMCA International House

## SOCIAL ENTERPRISES

### Mrs Helen Tan

Principal, YMCA School

### Mr Joe Heng

Head, Higher Education & Business Development

### Ms Mabel Chia

Cluster Principal, YMCA Child Development Centres

### Ms Tok Mei Ji

Cluster Supervisor, YMCA Student Care Centres

### Ms Elsie Kwow

Senior Manager (Rooms & Marketing),  
YMCA International House

## PROGRAMMES

### Mr Andrew Leo

Assistant General Manager, Programmes

### Mr Victor Poh

Senior Manager, Community Service Programmes &  
Project Bridge

### Ms Sharon Chan

Assistant Manager, Youth Development Programmes

### Mr Henry Tie

Assistant Manager, Volunteers Programme

## CORPORATE SERVICES

### Ms Claris Oon

Senior Manager, Human Resource & Administration

### Mr Samuel Ng

Manager, Corporate Affairs

### Mr Evan Sim

Project Manager, IT



# Committees

## AUDIT COMMITTEE

Mr Leslie Wong (*Chairman*)  
Mr Peter Tay  
Mr David Wong  
Mr Samuel Chan  
Dr Tan Sze Wee (*Ex-Officio*)  
Mr David Goh (*Secretariat*)

## NOMINATIONS COMMITTEE

Mr Eric Teng (*Chairman*)  
Mr Tay Puan Siong  
Mr Lee Liat Cheng  
Mr David Wong  
Dr Robert Loh  
Mr Leslie Wong  
Mr Peter Tay Yew Beng  
Mr Lo Chee Wen (*Secretariat*)

## YMCA EDUCATION CENTRE ACADEMIC & EXAMINATION BOARDS

Mr Andrew Chew (*Chairman*)  
Mrs Helen Tan (*Secretary*)  
Dr Christina Ratnam  
Mrs Irene Tay - Koh Chye Choo  
Dr Yap Meen Sheng  
Ms Lynette Yeo  
Mr William Tan  
Mr Joe Heng (*From Feb 2016*)  
Mr Abraham Ho  
(*Only Examination Board*) (*Till Mar 2016*)  
Mrs Helen Tan (*Secretariat*)

## FUNDRAISING COMMITTEE

Mr Eric Teng (*Chairman*)  
All Board Directors  
Mr Lo Chee Wen (*Secretariat*)

## YMCA FACES COMMITTEE

Mr Steven Chia (*Chairman*)  
Dr Chong Kian Tai  
Mr Quek Kwang Yong  
Mr Bryan Tan  
Ms Loo Tze Lui  
Ms Ronda Ng Doswell  
Ms Eunice Tan  
Ms Tan Sze Wee  
Ms Melissa Khoo (*From July 2015*)  
Ms Elayne Dalsen (*Secretariat*)

## INVESTMENT COMMITTEE

Mr Chew Kwee San (*Chairman*)  
Mr Ed Ng  
Dr Tan Sze Wee  
Mr Colin Chen  
Mr Stephen Loh  
Mr David Lua  
Mr Peter Tay  
Mr Quah Jin Kok (*Secretariat*)

## TENDER COMMITTEE

Mr Tan Eng Beng (*Chairman*)  
Mr Chew Kwee San  
Dr Tan Sze Wee  
Mr Ivan Chan  
Mr Samuel Chan  
Mr Francis Chong (*Secretariat*)

## CHRISTIAN DEVELOPMENT COMMITTEE

Mr Teo Zi-Ming (*Chairman*)  
Dr Kwa Kiem Kiok  
Rev Dr Kow Shih Ming (*Hon Chaplain*)  
Rev Dr Graham Ng (*Hon Chaplain*)  
(*Till Jan 2016*)  
Rev Peter Poon (*Hon Chaplain*)  
(*From Jan 2016*)  
Mr Wayne Choong  
Mr Lawrence Ko  
Mr Edward Ong  
Mr Tan Eng Beng  
Mr Peter Tay  
Ms Elayne Dalsen (*Secretariat*)

## COMMUNITY SERVICES PROGRAMMES COMMITTEE

Mr Samuel Chan (*Chairman*)  
Mr Teo Zi-Ming  
Mr Daniel Ng (*Y's Men*)  
Mr Mark Ong  
Ms Grace Tan  
Mr Ryan Yang  
Mr Victor Poh (*Secretariat*)

## EDUCATION COMMITTEE

Mr Kenneth Tan (*Co-Chair*)  
Dr Thomas Choong (*Co-Chair*)  
Mrs Magdalene Sik (*Vice Chair*)  
Mrs Chan Jee Kun  
Mrs Susan Chan  
Mr Andrew Chew  
Ms Carolyn Lints  
Ms Pauline Tan  
Mrs Irene Tay-Koh  
Ms Lynette Yeo (*Secretariat*)

## INTERNATIONAL HOUSE COMMITTEE

Mr Ooi Boon Hoe (*Chairman*)  
Mr Lee Liat Cheng (*Vice Chair*)  
Mr Peter Sim  
Mr Choe Peng Sum  
Mr Derrick Kuek  
Mr Tan Eng Beng  
Dr Ivor Thevathasan  
Ms Pakiam Williams  
Ms Tan Tjioe Jan  
Mr Kenneth Kominski  
Mr Joseph Chow (*Secretariat*)

## INTERNATIONAL PROGRAMMES COMMITTEE

Mr Teo Eng Cheong (*Chairman*)  
Mr Chew Kwee San  
Mr Alan Heng  
Mr Joachim Goh  
Ms Janice Liow  
Ms Abigail Chan Hui En  
Mr Andrew Leo (*Secretariat*)

## PUBLICITY COMMITTEE

Mr Ho Chee Hon (*Chairman*)  
Ms Leanne Sim  
Ms Julie Tan  
Mr Eric Teng  
Mr Samuel Ng (*Secretariat*)

## STAFF COMMITTEE

Ms Koh Shaw Luan (*Chairman*)  
Mr Stephen Loh  
Mr Leslie Wong  
Mrs Magdalene Sik  
Mr Lakshmi Narayanan  
Ms Karen Chou  
Ms Claris Oon (*Secretariat*)

## YMCA PROJECT BRIDGE COMMITTEE

Mr Stephen Loh (*Chairman*)  
Mr Eric Teng  
Mr Teo Zi-Ming  
Mr Lee Liat Cheng  
Mr David Wong  
Mr Edward Ong  
Ms Packiam Williams  
Mr Shanon Lim (*Secretariat*)

## YMCA-NUS BUSINESS SCHOOL VOLUNTEER SERVICE MANAGEMENT PROGRAMME COMMITTEE

Mrs Magdalene Sik (*Chairman*)  
Mr Peter Tay  
Prof Albert Teo  
Mr Edward Lee  
Dr Anne Marie Guitierrez  
Ms Gracelyn Ho  
Ms Samantha Seah (*Secretariat*)

## YOUTH & VOLUNTEER DEVELOPMENT COMMITTEE

Mr Teo Zi-Ming (*Chairman*)  
Mr Samuel Chan  
Mr Sam Tan  
Ms Jamie Chan  
Ms Cheryl Chen  
Mr Eddy Han  
Mr Zhao Wen Wei  
Mr Tan Wei En  
Mr James Yoon  
Mr Lin Yi Han  
Mr Gareth Tan  
Ms Crystal Chua  
Ms Samantha Seah (*Secretariat*)

## YMCA IT TASK FORCE

Mr Tay Puan Siong (*Chairman*)  
Mr Stephen Loh  
Mr Leslie Wong  
Dr Thomas Choong  
Mr Alvin Chan  
Mr Evan Sim (*Secretariat from Jan 2015*)  
Mr Kishawan (*Secretariat*)

## 16TH YMCA CHARITY GOLF 2015 COMMITTEE

Mr Ee Kuo Ren (*Chairman*)  
Dr Thomas Choong  
Mr Jimmy Goh  
Mr Peter Tay  
Mr Peter Sim  
Ms Jean Chan  
Ms Annie Lin  
Ms Karen Chan  
Mr David Lim  
Ms Samantha Seah (*Secretariat*)  
Ms Theresa Li (*Secretariat*)  
Ms Sheila Ratnam (*Secretariat*)  
Mr Balbir Singh (*Secretariat till May 2015*)

# Committees

## YMCA GIVING GALA 2015 COMMITTEE

Mr Peter Tay (*Chairman*)  
Mr Peter Sim  
Mr Eric Teng  
Mr Ivan Koh  
Mr John Yap  
Ms Gracelyn Ho  
Dr Thomas Choong  
Mr Loh Tong Soon  
Ms Samantha Seah (*Secretariat*)  
Mr Francis Chong (*Secretariat*)  
Mr Samuel Ng (*Secretariat*)  
Ms Jean Chai (*Secretariat*)  
Mr Randall Chng (*Secretariat*)

## 9TH YMCA MANDARIN SPEAKING AWARDS COMMITTEE

Mr Kenneth Tan (*Chairman*)  
Mr Ma Poh How  
Mr Toh Teck Wang  
Mrs Lim Ler Chew  
Ms Lim Geok Leng  
Ms Trudy Loh  
Ms Wong Lee Jeng  
Ms Jennifer Yin  
Ms Jean Chai (*Secretariat*)

## 29TH YMCA PLAIN ENGLISH SPEAKING AWARDS COMMITTEE

Mr Bryan Tan (*Chairman*)  
Mr Simon Charles Reynolds  
Mr John Tan  
Mr Matt Winchester  
Mrs Vimala Alexander  
Ms Lim Geok Leng  
Ms Jennifer Yin  
Ms Trudy Loh  
Ms Christabel Sim  
Ms Jean Chai (*Secretariat*)

## CITI-YMCA YOUTH FOR CAUSES 2015 COMMITTEE

Mr Ho Chee Hon (*Chairman*)  
Mr Leslie Wong  
Dr Tan Sze Wee  
Mr Steven Chia  
Mr Ooi Boon Hoe  
Mr Thomas Pramotedham  
Mr Adam Rahman  
Mr Tay Puan Siong  
Ms Jacquelyn Tan  
Mr Andrew Leo (*Secretariat*)  
Mr David Lee (*Secretariat*)  
Ms Shirlyn Tan (*Secretariat*)  
Ms Cheryl Chen (*Secretariat*)  
Ms Samantha Seah (*Ex-Officio*)

## CITI-YMCA YOUTH FOR CAUSES 2015 SELECTION & AWARDS COMMITTEE

Mr Thomas Pramotedham (*Chairman*)  
Dr Benjamin Tan  
Mr Steven Chia  
Mr Owen Hawkes  
Mr Ho Chee Hon  
Mr Leslie Wong  
Ms Caroline Loke  
Ms Ng Hau Yee  
Ms Ong Ee Ing  
Ms Jacquelyn Tan  
Mr Andrew Leo (*Secretariat*)  
Mr David Lee (*Secretariat*)  
Ms Shirlyn Tan (*Secretariat*)  
Ms Cheryl Chen (*Secretariat*)  
Ms Samantha Seah (*Ex-Officio*)

## UNI-Y SINGAPORE MANAGEMENT UNIVERSITY EXECUTIVE COMMITTEE

Ms Chen Siru (*President*)  
Ms Lee Zhen Zhen (*Vice-President*)  
Mr Andrew Tang Wei Ming (*Vice-President*)  
Mr Timothy Chua Cheng Jie (*Vice-President*)  
Mr Tan Yong Kiong, Alson  
Ms Lam Jing Hui  
Mr Tan Choon Kiat David  
Ms Ng Si Jia  
Ms Lynette Chang Yu Bin  
Mr Lim Jun Xian  
Ms Gwee Jia Xuan  
Ms Tan Lee Shan Tammy  
Mr Tang Tuck Yuan Matthew  
Ms Jaslin Loh Zhi Hui

## UNI-Y NANYANG TECHNOLOGICAL UNIVERSITY EXECUTIVE COMMITTEE

Ms Tan Hui Ping (*President*)  
Ms Ng Yiling (*Vice-President*)  
Ms Susan Goh Su Min (*Vice-President*)  
Mr Kasi Gopikanna Nadarajan  
Ms Corrinne Kang Kai Ying  
Ms Clarice Chan Jia Hui  
Mr Li Hezan Martin Edgar  
Ms Le Thi Mai Phuong  
Mr Amos Kuek Qi Xiang  
Ms Rachel Leong Ann Lee  
Ms Lim Li Ying

## UNI-Y NATIONAL UNIVERSITY OF SINGAPORE EXECUTIVE COMMITTEE

Mr Koh Jun Shyang (*President*)  
Ms Tan Wen Ying Gio (*Vice-President*)  
Mr Tan Jing Qun (*Vice-President*)  
Ms Esther Chew Yin Hui (*Vice-President*)  
Ms Loh Wei Ting Charlene  
Ms Tan Jie Qi Lynette  
Ms Chooi Jynn Lin  
Ms Yeo Yen Yen Andrea  
Ms Lim Sok Chin  
Mr Leroy Chua Zhe Yu  
Ms Lee Siew Ching, Alicia  
Ms Li Di  
Mr Kolin Kwok Chee Wai  
Ms Koh Yan Ting Michelle  
Ms Chelsi Teo Qizi

## INTERNATIONAL Y'S MEN'S CLUB OF SINGAPORE (ALPHA CHAPTER)

Mr Ivan Koh (*President*)  
Mr Daniel Ng (*Vice-President*)  
Mr Peter Tay (*Immediate Past President*)  
Mr David Lua (*Hon Secretary*)  
Mr Stephen Loh (*Hon Treasurer*)  
Mr Edward Ong (*Christian Emphasis*)  
Mr Cheong Karm Ho (*Fellowship*)  
Rev Dr P J John (*Inventory*)  
Mr James Tan (*Membership*)  
Ms Chan Soon Sim (*Programme*)  
Mr Lee Liat Cheng (*Projects*)  
Ms Patricia Lim (*Publicity*)  
Mr John Yap (*Webmaster*)  
Mr Freddie Lee (*Sports & Recreation*)  
Mr Jason Lee (*Youth*)  
Ms Doris Moh (*World Outlook*)  
Mr Eric Teng (*Hon Auditor*)  
Mr Ma Poh How (*Hon Auditor*)

## YMCA ENGLISH TOASTMASTERS CLUB

Mr Kelvin Au (*President*)  
Mr Danny Loh (*Vice-President*)  
Ms Naomi McGovern (*Vice-President*)  
Ms Kaushik Bhanushali, CC (*Vice-President*)  
Ms Pooja Sanyal (*Secretary*)  
Ms Woon Hui Low (*Treasurer*)  
Mr Wilson Bok (*Sergeant-at-Arms*)  
Ms Amy Chan (*Immediate Past President*)

## YMCA MANDARIN TOASTMASTERS CLUB

Ms Barbara Kang (*President*)  
Mr Peter Ng (*Vice-President*)  
Ms Zhang Ling (*Vice-President*)  
Ms SoeHtayLatt Lat (*Vice-President*)  
Ms Teh Suk Yen (*Secretary*)  
Mr Wilson Mok (*Treasurer*)  
Mr Oliver Darrieux (*Sergeant-at-Arms*)

## YMCA FOLK DANCE GROUP

Mr Michael Kitara Tay (*President*)  
Ms Carrie Chen (*Vice-President*)  
Ms Donica Aw (*Hon Secretary*)  
Ms Quek Swee Choo (*Asst Hon Secretary*)  
Ms Charlotte Tok (*Hon Treasurer*)  
Ms Juliana Tay (*Asst Hon Treasurer*)  
Ms Grace Lee  
Ms Amy Lee  
Ms Ros Cheong

*As stipulated in the YMCA Constitution, President and General Secretary of YMCA of Singapore are ex-officios in all YMCA Committees. The above committees are appointed for the period of 2015/2016.*

# **A Channel of** *Blessing*

Through our local and overseas community service programmes, YMCA of Singapore strives to be a channel of blessing to impact lives and nurture community champions.

“ I remember very fondly the first time Christian Outreach to the Handicapped (COH) attended Y Camp Challenge – some of our beneficiaries had the opportunity to kayak. In subsequent years, they participated in rock climbing including the high rope confidence activity. I was very happy to see that they overcame their disabilities and emerged champions! ”



**Samuel Koh,**  
Executive Director,  
Christian Outreach to the Handicapped



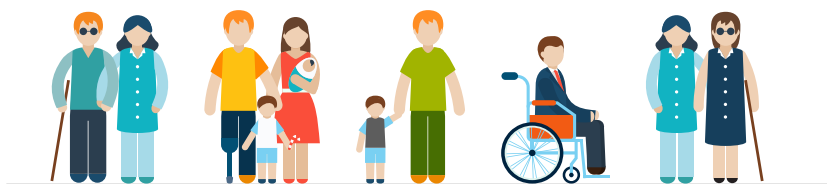
# YMCA-Tan Chin Tuan Community Service Programmes

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Through 16 YMCA-Tan Chin Tuan Community Service Programmes, YMCA seeks to bring cheer and enrich the lives of the intellectually and physically challenged, under-privileged children, the hearing impaired, the elderly and the poor. The programmes are all volunteer-driven and allow individuals from all walks of life to contribute meaningfully to the community.

## Social Outcome in numbers



**3,934**  
beneficiaries



**3,817**  
volunteers



**56,312**  
volunteering  
hours



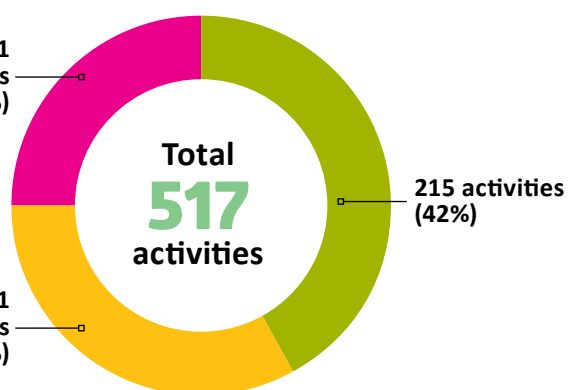
**\$1.13m\***  
worth of time



**16**  
programmes

131  
activities  
(25%)

171  
activities  
(33%)



- Disability sector
- Elderly sector
- Children & Youth sector

\*based on the average \$20 per hour wage of a service sector employee (Source: NVPC, Dec 2010)



### HIGHLIGHTS

- YMCA Silver Fiesta 2015 was held from 10 to 11 September at Toa Payoh HDB Hub. Over 620 senior citizens from 19 Voluntary Welfare Organisations participated in the programmes which include performances, handicraft and games. PRIME (UK), a contemporary dance group from Scotland comprising nine dancers over the age of 62, took the stage at the event to promote active ageing.
- After a two year hiatus, Y Movie Treats was relaunched on 14 March 2015. The programme is supported by a dedicated group of volunteers from the Singapore-Industry Scholarship (SgIS). Between March to May 2015, 22 beneficiaries from Bishan Home for the Intellectually Disabled and over 30 volunteers including 15 committee members from SgIS participated in three runs of Y Movie Treat.
- In 2015, volunteers from NTUC FairPrice and International Y's Men's Club of Singapore (Alpha Chapter) gave their time to accompany the wheelchair-bound elderly from SARAH Seniors Activity Centre to shop for groceries under Y Outing. The volunteers also bonded with the elderly during an outing to the Trick Eye Museum on 22 December.
- To commemorate the 10th Anniversary of Y Camp Challenge, 78 beneficiaries from AWWA School, Bishan Home, Christian Outreach to the Handicapped, MINDS Clementi Training & Development Centre, MINDSville @ Napiri and Rainbow Centre – Yishun Park School and 116 volunteers joined in the grand celebration from 4 to 6 September 2015 at the 35th Y Camp Challenge. The camp committee launched the 10th Anniversary notebook which recorded the testimonies from the volunteers and VWO staff and also created a 10th Anniversary wall at the camp to recognise the volunteers of past and present.



### YMCA-TAN CHIN TUAN COMMUNITY SERVICE PROGRAMMES

Y Arts Challenge  
Y Camp Challenge  
Y Confidence  
Y Dance Outreach  
Y Food of Love  
Y Makan Fellowship  
Y Movie Treats  
Y Nature Walk  
Y Outing  
Y Photo Club  
YMCA Proms @ The Park  
Y Reading Club  
Y Spring Clean  
YMCA Silver Fiesta  
Y Sports  
Y Visit







# YMCA International Service Programmes

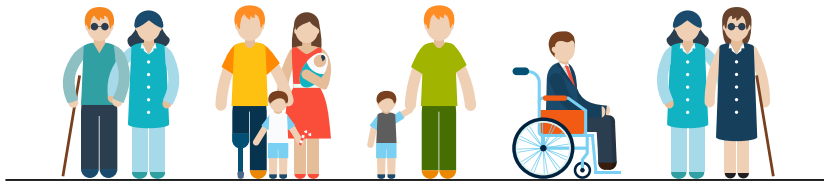
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Through YMCA International Service Programmes (ISP), YMCA of Singapore collaborates closely with regional YMCA counterparts to reach out to the communities in Cambodia, China, Indonesia, Laos, Myanmar, Nepal, Philippines, Sri Lanka, Thailand and Vietnam. Volunteers would be involved in community development projects which focus on improving education, infrastructures, healthcare and capacity building, with the aim of empowering these communities.

YMCA administers funds from the National Youth Council to support volunteers for the Youth Expedition Project (YEP). This support enables youths to embark on service-learning expeditions to make a difference to overseas communities.

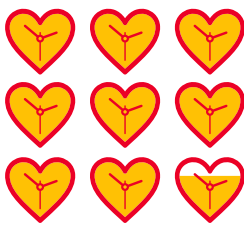
## Social Outcome in numbers



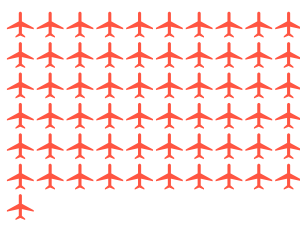
**10,937**  
beneficiaries



**1,184**  
volunteers



**89,786**  
volunteering  
hours



**61**  
trips

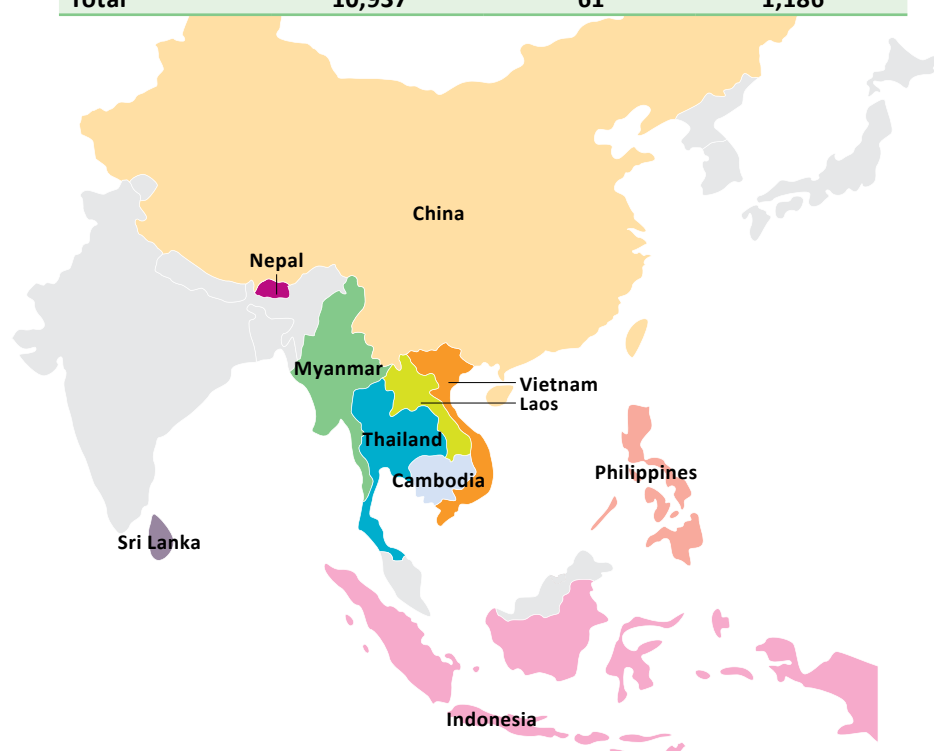


**10**  
countries



# YMCA ISP Destinations

Country	Number of beneficiaries	Number of trips	Number of volunteers
Cambodia	1,635	24	422
China	1,528	4	86
Indonesia	495	4	93
Laos	1280	5	70
Myanmar	2169	5	76
Nepal	350	2	39
Philippines	1151	3	56
Sri Lanka	400	1	15
Thailand	350	2	51
Vietnam	1579	11	278
<b>Total</b>	<b>10,937</b>	<b>61</b>	<b>1,186</b>



## HIGHLIGHTS

- In 2015, YMCA of Singapore expanded the ISP outreach to new destinations – Bali (Indonesia), Bhakunde Besi (Nepal), Lijiang (China), Maubin (Myanmar), Pandan and Tambaliza (Philippines) and Tuy Hoa (Vietnam).
- Under the Rebuilding Communities Programme, 19 YMCA volunteers travelled to Bhakunde Besi, Nepal in October for the first time, and spent a week to build 30 shelters which can house at least 10 people each for families who have lost their homes during the April 2015 Nepal earthquake. The volunteers also provided relief and support to the needy families through the distribution of food and household items.
- A YEP Sharing and NYC YOUTHSPEAK session organised by YMCA of Singapore was held on 8 May 2015 at \*SCAPE Gallery with 104 participants. Guest speaker Dr Tan Lai Yong shared his community work experiences in Yunnan, China, and two other YEP teams who served in Philippines and India also shared their trip experiences to encourage volunteerism.
- In 2015, two exchange trips were held for 53 participants from Kumamoto YMCA in September and 26 participants from Chuncheon YMCA in December.



## YMCA FACES

The YMCA Financial Assistance and Capability for Employment Scheme (FACES) comprises:

### SHORT TERM FINANCIAL ASSISTANCE

Provides families-in-need with supplementary financial aids in the form of food and transportation vouchers for one to three months. Beneficiaries include single-parent families and families going through difficult transition periods.

### BRIDGING FUND

Provides maximum disbursement of \$50 per walk-in client for emergency situations.

### EMPLOYMENT TRAINING

Provides trainee positions at YMCA International House to students with special needs with the purpose of instilling real life training skills and confidence in interacting with the public.

### HIGHLIGHTS

- In January 2015, YMCA hosted some 40 representatives from 10 partnering organisations at the YMCA FACES Partners' Appreciation Dinner.
- As part of YMCA's Christmas outreach effort, YMCA staff donated money to bless the needy families under FACES through the Christmas Gift Project. A total of 200 gifts-in-kind such as food hampers, infant care needs and kitchen tools were purchased and distributed to the beneficiaries who include teenage mothers, the unemployed, low income families and the elderly.

## Social Outcome in numbers



**60**  
families helped



**\$50,000**  
disbursed



# YMCA Project Bridge



YMCA Project Bridge reaches out to youths-at-risk and out-of-school youths through meaningful programmes, with the aim to integrate them back into the society.

## ENHANCED STEP-UP PROGRAMME

YMCA is a Ministry of Social and Family Development (MSF)-approved service provider of Enhanced STEP UP (ESU), an initiative by MSF to support students with absenteeism issues to improve their school attendance, and assist out-of-school youths so that they may return to school or be meaningfully engaged. The ESU programme consists of casework and counselling, family intervention, group work and/or life skills training for students-at-risk.

## DROP-IN YOUTH PROGRAMME

The Drop-In Youth Programme is an interventional youth engagement platform, which reaches out to out-of-school-youths as well as youths-at-risk between the ages of 13 to 19 years. It is designed to create a conducive environment that draws out the talents and potential of the youths through guidance, counselling, outdoor activities, adventure camps and life skills programmes.

## Social Impact in numbers



**200**  
youths  
reached



**2,101**  
hours in counselling/  
intervention & engagement  
sessions

## DROP-IN YOUTH PROGRAMME



**24**  
youths  
supported



**200**  
hours of engagement  
conducted by Project  
Bridge staff

## ENHANCED STEP-UP PROGRAMME



**95**  
youths  
supported



**750**  
sessions of counselling  
provided



## VOCATIONAL AND SOFT SKILLS PROGRAMME

The Vocational and Soft Skills Programme (VaSSP) was spearheaded by YMCA Project Bridge in July 2011 and aims to equip out-of-school youths and youths-at-risk between 15 to 21 years-old with job competency as well as specific vocational skills in Baking, Barista, Culinary Art, Hairdressing, Hospitality in Food and Beverage, Horse Stable Management, Makeup, Web Design, Manicure and Pedicure.



## Social Impact in numbers



**74**  
youths



**81%**  
success rate\*

\*Success is defined as youths who have secured work attachments, employment or returned to school to continue education

### HIGHLIGHTS

- In 2015, VaSSP has expanded its vocational training to include web design, manicure and pedicure, barista and horse stable management courses.
- 15 youths visited Capella Singapore on 31 March as part of Capella's Dream Big Programme where they met and learnt from experts in the fields of hospitality, baking and beauty.
- Toni & Guy came on board the VaSSP as an employer in 2015.
- Two J.P. Morgan volunteers participated and shared their expertise in a financial management class organised for 15 youths from VaSSP on 27 November 2015.
- The YMCA Project Bridge VaSSP graduation ceremony took place on 4 December 2015 and was attended by over 130 guests who gathered to celebrate the achievements of 60 graduates who received their certificates for completing the programme.

# **A Champion for** *Volunteerism*

Volunteers are the bedrock of all community initiatives. Through their dedication and altruism, YMCA's volunteers are the key drivers of sustainability across all our community service programmes to bring cheer and enrich the lives of the beneficiaries.

YMCA of Singapore strives to groom our volunteers and cultivate their talents and strengths to enhance their ability to contribute to the community.



“Through volunteering, I meet people with good hearts who are willing to serve regardless of race, religion and nationalities. I see happy faces and smiles, and as a result of these overseas volunteer trips, I see that lives are changed for the better, and this satisfaction spurs me to keep on volunteering.”



**Eddy Han,**  
Volunteer,  
International Service Programmes

# YMCA-Lim Kim San Volunteers Programme

The YMCA-Lim Kim San Volunteers Programme was introduced in 2007 to develop volunteer capabilities and promote corporate volunteerism. Through training and development programmes, YMCA aims to build a well-trained and sustainable volunteer corps to better serve the needs of our beneficiaries. Various platforms are also provided for corporations to embrace Corporate Social Responsibility.

## **VOLUNTEER DEVELOPMENT**

The YMCA-NUS Business School Volunteer Service Management Programme is a professional certificate course that equips volunteers and staff of non-profit organisations with relevant management skills to implement community service programmes. In 2015, 50 volunteers and staff from Voluntary Welfare Organisations participated in the programme.

## **VOLUNTEER RECOGNITION**

The YMCA-Lim Kim San Volunteers Programme Volunteer Awards Night was held on 15 January 2016

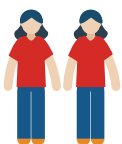


to honour individual and corporate volunteers for their spirit of altruism and volunteer work in serving the less-privileged.

Over 140 individuals, educational institutions and corporations received awards across nine categories. Sean Ng, Tan Hui Ping and Eddy Han received the Outstanding Volunteer Award for their sterling efforts for not only volunteering, but also for inspiring others to serve the community.



## Social Outcome in numbers



**10,605**  
volunteers  
mobilised



**17**  
sustained  
corporate  
volunteers



**9**  
new corporate  
volunteers



**3,220**  
volunteer training  
hours



## PROMOTING CORPORATE SOCIAL RESPONSIBILITY

### YMCA PROMS @ THE PARK

YMCA Proms @ the Park is YMCA's main platform to promote corporate volunteerism and engage corporations to embrace Corporate Social Responsibility. In 2015, over 2,000 participants including beneficiaries, volunteers, YMCA staff, performers, and the public participated in the event which was held at Gardens by the Bay on 25 July.

### HIGHLIGHTS

- From June to December 2015, Superior Multi Packaging Limited sponsored monthly sessions of Y Outing with Melrose Home. A total of 105 volunteers befriended 67 children and they brought them on outings to various places which include LongKang Fishing, Air Force Museum and Marina Barrage.
- On 23 December 2015, 52 volunteers from Lateral Solutions brought cheer to 45 elderly from COMNET @ Teck Ghee Senior Activity Centre through Y Makan Fellowship, over fun games and a sumptuous lunch.

## Social Outcome in numbers

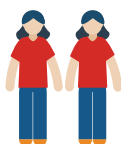


**381**

beneficiaries from

**21**

VWOs



**723**

volunteers in total



**154**

staff volunteers from 10 corporations

# **A Cultivator of** *Community Champions*

Youths, with their dreams and aspirations, are our future. With their passion and zeal, youths can be driven by their ideals to shape lives and make a difference to the community.

YMCA of Singapore aims to develop and empower youths to realise their full potential and emerge as responsible community champions who can positively impact society.

“Through Sidewalk Gallery Café, I have been given the opportunity to serve and give back to society. However, I have received much more in return as the programme has served as a great platform to learn through experience and implement new initiatives. It has also developed my perspective on social enterprises, which is invaluable as I venture deeper into social entrepreneurship.”



**Andrea Yeo,**  
Director of Social Enterprise Programmes,  
Uni-Y NUS





# YMCA Youth Development Programmes

YMCA of Singapore aims to develop and empower youths, to harness their talents and shape their aspirations, so that they realise their full potential and emerge as responsible community champions who can positively impact society.

## YMCA SPEAKING AWARDS

The annual YMCA Plain English Speaking Awards (PESA) and YMCA Mandarin Speaking Awards (MSA) are national level public speaking competitions aimed at students to develop their abilities to think and communicate effectively. Experiential learning trips are incorporated into the competition to enrich and inspire the participants.



### 29th YMCA Plain English Speaking Awards

1 July – 20 August



**415**  
participants

### 9th YMCA Mandarin Speaking Awards

11 March – 22 May



**212**  
participants





### CITI-YMCA YOUTH FOR CAUSES

Citi-YMCA Youth For Causes (YFC) is a community initiative started by Citi and the YMCA of Singapore to promote social entrepreneurship and community leadership development among Singapore youths. It provides youths aged 15 to 25 with a platform which includes seed funding, training and volunteer mentorship for executing self-initiated projects to raise public awareness, funds and mobilise volunteers for Voluntary Welfare Organisations (VWOs) of their choice.

YFC complements the “Values in Action” (VIA) programme as part of Ministry of Education’s Character and Citizenship Education as youths will demonstrate values of harmony, respect and responsibility as they champion their social causes.

## Social Outcome in numbers



**175**

proposal submissions



**26**

schools represented by 100  
selected teams



**5,451\*\***

volunteers  
mobilised



**100**

mentors



**46**

VWOs supported



**\$160,000**

seed funding



**\$813,315**

raised



**1,035,088\*\***

public outreach

\*\*Figures are extracted from the Participants’ Final Reports



# University-YMCA Singapore



Founded in 2005, University-YMCA (Uni-Y) Singapore is the university service club of YMCA of Singapore. Uni-Y aims to develop and empower youth to be servant leaders who will impact our local and international communities. It fulfills its mission through community service and social enterprise programmes, and delivery of personal and leadership development programmes to holistically nurture its members and volunteers. Uni-Y has service clubs in National University of Singapore (NUS), Nanyang Technological University (NTU) and Singapore Management University (SMU).

## UNI-Y STEP UP 2015

Uni-Y Step Up is a flagship programme of Uni-Y Singapore that aims to provide freshmen of NUS, NTU and SMU with a fun, purposeful and meaningful orientation experience. It aims to enthuse and unite participants to initiate positive societal action and step up to serve the community during their university years.

In 2015, Uni-Y NUS held their camp from 22 to 25 July and Uni-Y NTU from 23 to 26 July. Both camps had a combined service day at Y-Carnival which was part of YMCA Proms @ the Park 2015 as they served and brought cheer to a large group of beneficiaries.

## UNI-Y COMMUNITY CHAMPIONS PROGRAMME

The Uni-Y Community Champions Programme (CCP) aims to nurture servant leaders to become community champions for social causes and create positive social impact either through structured and sustainable or ad-hoc community service programmes to bring cheer to the beneficiaries. 2015 witnessed the completion of the CCP by the first batch of participants who were engaged in a year-long programme where they participated in volunteering activities both locally and overseas.

## HIGHLIGHTS

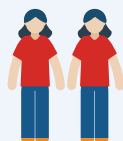
- As part of SG50 and its 10th Anniversary celebrations, Uni-Y Singapore launched the #10kful campaign and created a mural with the largest collection of reasons that people are thankful for. Comprising 10,000 coasters filled with messages of thanks and gratitude, the mural was unveiled at YMCA Proms @ the Park, which took place at Gardens by the Bay on 25 July 2015. The feat earned Uni-Y Singapore a place in the Singapore Book of Records. During the event, the Uni-Y leaders and freshmen brought fun and joy to over 60 beneficiaries from Bishan Home, Blue Cross Thong Kheng Home and Thye Hua Kwan Seniors Activity Centre @ Ang Mo Kio Blk 645 over carnival games, activities and the concert.
- In 2015, Uni-Y SMU launched Y Craft It!, where volunteers engage and impart values and life skills to children, particularly those from underprivileged households, through art and craft activities.
- On 14 March 2015, Uni-Y Singapore organised the 5th installation of The YMCA Conversation Series: Special Seeds, Growing Your Child's Potential, which aimed to advise parents and caregivers of children with intellectual disabilities on the avenues of support and opportunities available to increase their child's potential for training and employment.

## Social Outcome in numbers



**15,917**

**volunteering hours**



**2,289**

**volunteers in attendance**



**685**

**new volunteers**



**9**

**international service trips**



**21**

**personal and leadership  
development programmes**

### SOCIAL ENTERPRISE PROGRAMMES

Uni-Y Social Enterprise Programmes, comprising of the Sidewalk Gallery Café and The Stage @ Jericho's are developed by Uni-Y Singapore with an aim to create businesses with social objectives. They encourage volunteers to create positive change in society by seizing opportunities to address social issues using innovative and appropriate business models.

### COMMUNITY SERVICE PROGRAMMES

Uni-Y Singapore champions social causes and creates positive social impact through either structured and sustainable or ad-hoc community service programmes. These initiatives aim to bring cheer to the intellectually or physically challenged, the elderly and underprivileged children.

### INTERNATIONAL SERVICE PROGRAMMES

In 2015, Uni-Y volunteers embarked on a series of international service trips to countries such as Cambodia, Nepal and Philippines to serve the international community through teaching English and other subjects, building infrastructure, taking part in agricultural activities, going on home visits and cultural exchange.



# **A Hub for** *Wholesome Programmes*

As a membership-based organisation, YMCA of Singapore enriches the lives of members through wholesome programmes ranging from fitness and dance to outdoor and adventure, to develop mind, body and spirit.

YMCA members are also engaged to help serve the less privileged of the community. YMCA strives to engage every member to be a volunteer and every volunteer, a member.

“ I have been teaching swimming at YMCA for about 20 years. I like to teach here because I get to interact with both foreign and local students. At the same time, teaching swimming is also a form of helping the community to overcome their fear and one of the best ways to exercise, especially for the senior folks. ”



**Phillip Wong,**  
Swimming Instructor

# YMCA Membership

YMCA organises regular activities to enrich our members' lives. YMCA members are also engaged in meaningful programmes to help serve the less privileged in the community.

YMCA members also enjoy use of facilities at YMCA @ One Orchard and privileges with our merchant partners. More information is available at [www.ymca.org.sg](http://www.ymca.org.sg).

## HIGHLIGHT

- On 14 December, a ballet performance was organised at YMCA as part of the Christmas celebrations. The Austrian Ballet Company-Tokyo performed The Nativity Story and highlights from The Nutcracker for over 120 guests comprising Board directors, members and participants of YMCA's ballet programme.



As of 31 December 2015, the YMCA family comprised:

**595**  
full (life) members

**1185**  
ordinary (life) members

**724**  
ordinary (annual)  
members

**383**  
ordinary (youth)  
members

**622**  
associate members

**1536**  
associate (youth)  
members



# YMCA Clubs

## INTERNATIONAL Y'S MEN'S CLUB OF SINGAPORE (ALPHA CHAPTER)

The International Y's Men's Club of Singapore (Alpha Chapter) is affiliated to the YMCA of Singapore and supports its community service activities. In May 2015, YMCA of Singapore and International Y's Men's Club of Singapore (Alpha Chapter) signed the Principles of Partnership during the Y's Men's Southeast Asia Regional Convention.



During the year, the Club supported YMCA of Singapore by volunteering at YMCA Proms @ the Park 2015 and adopting SARAH Seniors Activity Centre under Y Outing. Through Y Outing, they brought the wheelchair-bound elderly for monthly grocery shopping and also visited the Trick Eye Museum. Partnering Parkinson Society Singapore, the Club organises monthly karaoke sessions held at YMCA of Singapore for people with Parkinson, with an aim to improve their lives. The Club is oriented to serve the worldwide YMCA movement.

## YMCA TOASTMASTERS CLUB

YMCA Toastmasters Club aims to provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.



On 2 April 2015, the Singapore Mandarin Toastmasters Club, an interest group of YMCA of Singapore, was formally chartered to serve the needs of English speaking toastmasters who want to practise their Mandarin in front of an audience and also help Mandarin speaking toastmasters to overcome the fear of public speaking.



To commemorate Singapore's golden jubilee, the YMCA Toastmasters Club and Singapore Mandarin Toastmasters Club jointly organised the YMCA SG50 Speech Marathon in December 2015 and raised over \$37,000 for YMCA's Community Service Programmes. Over 500 speakers from all walks of life including champion speakers who have won at least one Toastmasters Club Speech Contest as well as intellectually-challenged individuals from various organisations and groups spoke on a variety of topics for 50 hours without pause. The feat earned a place in the Singapore Book of Records for the Longest Speech Marathon (Team).

## YMCA FOLK DANCE CLUB

YMCA Folk Dance Club is a recreational club that conducts folk dance classes and International folk dance appreciation events for members. In 2015, YMCA Folk Dance Club conducted three basic 3-month dance courses and also organised four gatherings with an average of 50 participants per session. During February 2015, 9 members of the YMCA Folk Dance Club participated in the Asia Dance Camp in Taiwan organised by the Taiwan International Folk Dance Association.

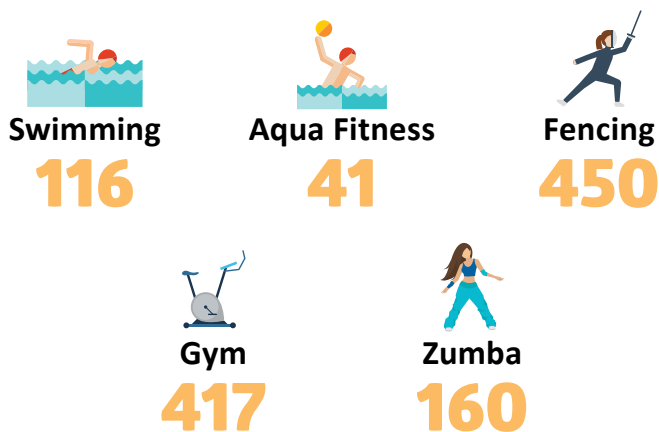




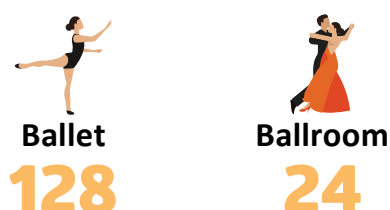
# YMCA Fitness and Dance Programmes

YMCA Fitness and Dance Programmes aim to promote a healthy lifestyle to members through fun and engaging activities including Aqua Fitness, Ballet, Ballroom Dancing, Fencing, Gym, Swimming and Zumba.

## Fitness subscriptions



## Dance subscriptions



### FENCING AWARDS

#### Singapore Junior Fencing Championship 2015

1 SILVER  
(Women's Foil Individual)

#### Raffles Invites

2 GOLD  
(Woman's Epee Individual and Women's Foil Individual)  
1 SILVER  
(Woman's Epee Individual)

#### Australian Open Fencing Championship 2015

1 BRONZE  
(Women's Foil Individual)

#### Y-SPARKS International Fencing Cup 2015

3 GOLD  
(Women's Foil Individual, Woman's Epee Individual and Men's Epee Individual)  
1 SILVER  
(Men's Epee Individual)  
3 BRONZE  
(Women's Foil Individual and Men's Epee Individual)

#### Singapore National Trials 2015

1 GOLD  
(Women's Foil Individual)

#### Singapore Cadet Trials 2015

1 SILVER  
(Woman's Epee Individual)  
1 BRONZE  
(Women's Foil Individual)

#### Australian Junior Fencing Championship 2015

1 BRONZE  
(Women's Foil Individual)



# YMCA Outdoor and Adventure Programmes



YMCA Outdoor and Adventure Programmes are organised to empower and challenge the adventurous who love nature and outdoor activities to reach beyond their perceived limits. Through these trips, participants build character and learn the value and meaning of teamwork, while indulging in their passion for the great outdoors.

 **59**  
trips in total



Y Treks  
**24** trips



Y Ski  
**1** trip



Y Adventure  
**30** trips



BikeYworks  
**4** trips



**1,342**  
participants  
in total



Y Treks  
**524**  
participants



Y Ski  
**32**  
participants



Y Adventure  
**725**  
participants



BikeYworks  
**61**  
participants



## New Destinations



**Bangkok and Chiang Mai  
(Thailand)**



**Mongolia**



**Mt Nanhu (Taiwan)**



**Mt Nuang (Malaysia)**

# **An Advocate for** *Lifelong Learning*

Educational programmes have been an integral part of the YMCA of Singapore since its establishment in 1902. Today, the YMCA Education Services continue to provide a holistic education experience for pre-school children to working adults to nurture leaders of distinction.

As a social enterprise of the YMCA of Singapore, YMCA Education Services channels its surpluses to cover the corporate costs of YMCA and part of the costs of running the numerous YMCA community service programmes.

“

I have been studying in YMCA School since March 2015 and am glad to be a part of this school that prepares me well for my AEIS examinations through daily assignments and monthly tests. Also, YMCA School has provided a meaningful platform for me and my fellow classmates to participate in community service such as YMCA Silver Fiesta 2015. It was definitely a memorable experience which allowed me to better understand the emotional needs of the elderly and I realised that the elderly can just be as fun-loving as we are.

”



Chan Wing Kei,  
Student,  
YMCA School



# YMCA Child Development Centres

YMCA Child Development Centres (CDC) provide a programme which is child centred and which integrates all areas of learning into an experiential journey. Learning extends beyond the classrooms as children are exposed to events organised by the YMCA for the public. These experiences enhance their social skills and build self-confidence.

All three centres have been awarded the HMCCP (Healthy Meals at Childcare Centres Programme) Certificate and hold a 24-month license tenure from the Early Childhood Development Agency.

## LIST OF CDCs

- YMCA CDC @ Bukit Batok
- YMCA CDC @ Woodlands
- YMCA CDC @ Zhenghua



## HIGHLIGHTS

- On 10 February 2015, 30 Kindergarten children from YMCA CDC @ Zhenghua visited Bo Tien Day Activity Centre for the Elderly with their teachers. The children and teachers led sing along sessions, gave a dance performance and assisted with Chinese New Year craftwork.
- On 13 and 24 July 2015, YMCA CDC @ Woodlands organised a Parents' Day Special where the Kindergarten children presented a poem recitation, a skit performance and did art and crafts with their parents.
- 30 K1 and K2 Kindergarten children from YMCA CDC @ Bukit Batok presented a popular Peranakan song and dance item entitled: Marilah Kita Bersama/Lenggang Kangkong written by Mr Alvin Oon from The Main Wayang Company, at the YMCA Proms @ the Park on 25 July 2015.



**234**  
children attended  
our centres  
**100%**  
enrolment at  
Zhenghua and  
Bukit Batok CDCs

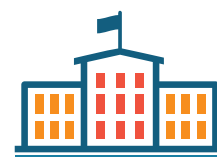
I would like to extend my warm and sincere thanks to all the teaching and non-teaching staff for all the care given to my child. Studying and having fun is really a pleasurable experience for Raphael; every morning he enthusiastically gets ready for school. It is because of all your efforts that I can see at home certain appreciable changes in my son's behaviour. He had learnt many new things such as putting back his finished milk bottle in the kitchen and keeping his toys and books in their original places. He has also become more disciplined. Thanks for the fantastic job!





# YMCA Student Care Centres

YMCA Student Care Centres (SCC) aim to provide each child with the educational and emotional guidance and support that they need, through a warm, nurturing and stable learning environment.



## LIST OF SCCs

### SCHOOL-BASED

- YMCA SCC @ CHIJ (Toa Payoh)
- YMCA SCC @ De La Salle
- YMCA SCC @ East View
- YMCA SCC @ Gan Eng Seng
- YMCA SCC @ Greenridge
- YMCA SCC @ Hougang
- YMCA SCC @ Jurong West
- YMCA SCC @ Kuo Chuan
- YMCA SCC @ Oasis
- YMCA SCC @ Sengkang Green
- YMCA SCC @ Si Ling
- YMCA SCC @ Springdale
- YMCA SCC @ St Anthony's
- YMCA SCC @ St Hilda's
- YMCA SCC @ St Margaret's
- YMCA SCC @ St Stephen's
- YMCA SCC @ Tao Nan
- YMCA SCC @ Yio Chu Kang
- YMCA SCC @ Zhangde

### COMMUNITY-BASED

- YMCA SCC @ Canberra
- YMCA SCC @ Jurong West St 65

**1,311**  
students  
nurtured

**26%**  
increase from  
2014

**6**  
new  
school-based  
SCCs

## HIGHLIGHTS

- 780 students from YMCA Student Care Centres had the opportunity to watch selected games such as badminton, table tennis and wheelchair basketball at the 8th ASEAN Para Games from 3 to 9 December. The students received souvenirs from the event and had fun at the carnival which aimed to educate the public about para sports.
- Between 20 November to 17 December 2015, over 570 children aged 7 to 12 years from YMCA Student Care Centres participated in the 3rd YMCA-Samsung Digital Art Programme. Themed "Competitive Sports", the children learnt to use the Samsung tablets to create their digital art pieces.

# YMCA School



YMCA School aims to provide a holistic education to nurture active and socially responsible individuals of distinction. YMCA School offers academic programmes which prepare students for the GCE 'O' Level Examinations.



**195**  
students enrolled in  
YMCA School



## HIGHLIGHTS

- The annual YMCA School Camp was held at Kahang, Malaysia from 8 to 10 April 2015. The students participated in activities such as rice planting, rubber tapping, trekking and water rafting which allowed them to build character and learn the importance of teamwork.
- YMCA School student representatives paid their respects to the late Mr Lee Kuan Yew at the Istana and delivered handwritten and specially designed condolence cards by their classmates.
- 142 students participated in a Heritage Trail in Chinatown on 24 April 2015 to learn about its history and cultural developments over the years.
- 122 students participated in the annual YMCA School Sports Day on 16 July 2015.

# YMCA Learning Centre

YMCA Learning Centre (YLC) aims to enhance students' learning and understanding of academic subjects through an enriching learning experience with the latest learning methodology and syllabus delivered by a team of qualified professional trainers.

YLC's Study Tour receives inbound guests from overseas and provides customised programmes to help participants experience and understand what it is like to study and live in Singapore.



## HIGHLIGHTS

- Partnering Changchun Huming Education Consulting Co., Ltd, students from various schools in Jilin, China, immersed themselves with our students and Singapore's education syllabus.
- Students from Anubanrayong School visited YMCA Student Care Centre @ Yio Chu Kang and YMCA Student Care Centre @ Zhangde and bonded with the local students over outdoor games and activities. They also participated in the English Programme for International Students and learnt more about the language through a storytelling workshop conducted by Mrs Helen Tan, Manager, YMCA Learning Centre.



**12**  
students enrolled in  
tuition and enrichment  
classes



**354**  
students participated  
in the study tour





# YMCA Higher Education

YMCA Higher Education offers the University of Strathclyde MBA in partnership with Strathclyde Business School.



## HIGHLIGHTS

- Mr Goh Guan Kiat, a Strathclyde MBA alumnus and President of the University of Strathclyde Alumni in Singapore (USAS) is the winner of the 2015 Strathclyde People Award. His leadership helped USAS to win Alumni Group of the Year 2014/15 and in achieving excellent results in student recruitment and enterprise efforts.
- The Strathclyde 100 networking event, organised by Strathclyde Business School Alumni Office and University of Strathclyde Alumni Singapore (USAS), took place on 13 May 2015, attracting 70 participants comprising Strathclyde MBA Programme students from the YMCA Education Centre (YEC), Strathclyde MBA Alumni and University of Strathclyde Alumni. Strathclyde 100 is a network of entrepreneurial alumni and business people who, through a series of events, support emerging Strathclyde entrepreneurs.



**179**  
students enrolled in  
**4**  
cohorts for University  
of Strathclyde MBA  
programme



**54**  
students  
commenced  
enrolment



**45**  
students  
graduated  
**12**  
with distinction



**97%**  
pass rate

# **A Sanctuary** *in the City*

With 110 clean and comfortable guest rooms, YMCA @ One Orchard presents a welcoming sanctuary away from the hustle and bustle of the city. During their stay here, guests are able to keep up their fitness regimes with access to the gymnasium and the swimming pool. The function rooms and auditorium prove to be comfortable and convenient venue choices for a wide range of events.

As a social enterprise of the YMCA of Singapore, surpluses from YMCA @ One Orchard are channelled to meet the corporate costs of YMCA and sustain various YMCA community service programmes.

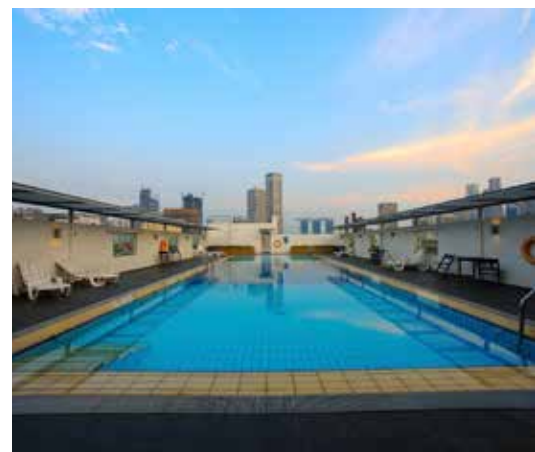




I'm happy to book this place where my family and I stayed for a week. The hotel was centrally located and well connected to local transportation; shopping areas were all within walking distance. The place is also very clean, well-maintained and child-friendly, and had a good breakfast spread. The staff were more than helpful and even provided a baby cot for our child. YMCA @ One Orchard is definitely a recommended place to stay.



— Kolyn,  
Guest, Philippines



# YMCA International House

---

Nestled in the heart of Singapore's famed shopping district, YMCA @ One Orchard offers a charming haven from the busy city streets while having the convenience of the celebrated Orchard Road right at its doorstep.

YMCA @ One Orchard is able to support a broad spectrum of events, ranging from weddings and baby showers to private meetings and public seminars. Choose from an assortment of spaces which include indoor and outdoor facilities in varying sizes that are sure to suit your needs.

YMCA @ One Orchard has been awarded the 2015 Certificate of Excellence by TripAdvisor. Having won this certificate for five consecutive years, YMCA @ One Orchard was inducted into the TripAdvisor Hall of Fame.



# YMCA International Fellowship & Relations

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YMCA of Singapore establishes and maintains harmonious relations with fellow YMCA movements in the region. YMCA of Singapore is a member of the Asia and Pacific Alliance of YMCAs (APAY), a federation of YMCA movements in 27 countries and territories in the Asia-Pacific. YMCA of Singapore is also a part of a network of nine Twinning YMCAs in the region.



## UNI-Y STUDY MISSION

A team of 7 Uni-Y ExCo leaders embarked on a Uni-Y Study Mission to Thailand from 3 to 7 February, where they were exposed to other YMCA's youth programmes and fostered international friendship and promoted cultural practices.

## TAINAN YMCA'S 60TH ANNIVERSARY

Mr Stephen Loh, then President, YMCA of Singapore and Mr Lo Chee Wen, General Secretary, participated in Tainan YMCA's 60th Anniversary celebrations in May 2015 and presented a YMCA of Singapore teddy bear as a congratulatory token to Mr Wu Tao-Chang, Chairman of the Board, Tainan YMCA and Mr Jimmy Lin, General Secretary.



## UNI-Y INTERNSHIPS

8 Uni-Y members embarked on summer internships with Chinese YMCA of Hong Kong, Osaka YMCA, Shanghai YMCA, Tainan YMCA from June to July 2015. During their internships at the various YMCAs, the Uni-Y members organised camps and activities for children, youths and young adults.

## VISIT BY SECRETARY GENERAL OF WORLD ALLIANCE OF YMCAS

On 31 August 2015, Rev Johan Vilhelm Eltvik, Secretary General of the World Alliance of YMCAs and his team paid a visit to YMCA of Singapore. Mr Lo Chee Wen, General Secretary, brought him on a tour around the YMCA building. They also had a fruitful discussion on the global movement for YMCA.







#### VISIT BY KUMAMOTO YMCA

YMCA of Singapore hosted 53 students and teachers from Kumamoto YMCA in September 2015. The participants were engaged in an icebreaking session and took turns to share on the popular youth culture and trends in their own country.

#### 19TH ASIA AND PACIFIC ALLIANCE OF YMCAS

From 6 to 11 September 2015, Mr Stephen Loh, Immediate Past President, YMCA of Singapore and Mr Lo Chee Wen, General Secretary and six representatives attended the 19th Asia and Pacific Alliance of YMCAs (APAY) General Assembly and 3rd Youth Assembly at the Daejeon Convention Centre in Korea.



#### TAIPEI YMCA'S 70TH ANNIVERSARY

In October 2015, Mr Lo Chee Wen, General Secretary, YMCA of Singapore, visited Taipei YMCA to celebrate their good work and tireless efforts in developing the body, mind and spirit of individuals over the past 70 years at Taipei YMCA's 70th Anniversary.

#### VISIT BY KUMAMOTO YMCA COLLEGE

Mr Tetsuro Kumamoto, Vice Executive Director of Tobu YMCA, Dean of Architecture Department, Kumamoto YMCA College visited YMCA of Singapore on 16 December 2015 with 14 architecture students for an exchange programme. Mr Lo Chee Wen, General Secretary, YMCA of Singapore, gave them a tour of the YMCA building and shared with them the history of the YMCA of Singapore and on the architectural features of the building.



#### VISIT BY CHUNCHEON YMCA

On 19 December, 26 participants from Chuncheon YMCA visited YMCA of Singapore and together with the Uni-Y Singapore volunteers, they brought Christmas joy to the children from Brighton Connection Student Care Centre through art and craft and sing-along sessions.

# Fundraising

## YMCA FLAG DAY

**21 MARCH 2015**

Over \$66,000 raised by 480 volunteers for YMCA Community Service Programmes



## 16TH YMCA CHARITY GOLF @ TANAH MERAH COUNTRY CLUB

**16-17 APRIL 2015**

**PRESENTED BY NTUC FAIRPRICE FOUNDATION AND TOTE BOARD**

Over \$260,000 raised for the YMCA-Lim Kim San Volunteers Programme



## YMCA GIVING GALA @ PARKROYAL BEACH ROAD

**7 OCTOBER 2015**

Over \$330,000 raised for YMCA Community Service Programmes





# Thanksgiving

YMCA of Singapore thanks the following corporations, organisations and individuals for their generous contributions in 2015.

## CORPORATIONS & ORGANISATIONS

### \$200,000 AND ABOVE

Citi Foundation  
JP Morgan Chase Foundation

### \$100,000 AND ABOVE

National Council of Social Service  
Tan Chin Tuan Foundation  
Tote Board

### \$50,000 AND ABOVE

Lee Foundation, Singapore  
NTUC FairPrice Foundation Ltd

### \$10,000 AND ABOVE

3C Builders Pte Ltd  
AP Oil International Limited  
Citi Singapore  
Credit Suisse AG  
DBS Bank Ltd  
Megaworld Corporation  
Mitsubishi Electric Asia Pte Ltd  
OUE Limited  
Pei Hwa Foundation Ltd  
STT Communications Ltd  
The Community Foundation of Singapore  
The Shaw Foundation Pte

### \$5,000 AND ABOVE

AL Wealth Partners Pte. Ltd.  
Allspice Institute Pte Ltd  
DHL eCommerce (S) Pte Ltd  
GMG Global Ltd  
Keppel FELS Limited  
Knight Frank Pte Ltd  
Mossack Fonseca & Co (S) Pte Ltd  
National Heritage Board  
PB Tankers Ltd  
PricewaterhouseCoopers LLP  
Ritz Events Asia Pte Ltd  
Singapore Pools (Private) Limited  
Times Publishing Ltd  
Tokio Marine Life Insurance Singapore Ltd  
TPS Corporate Services Pte Ltd  
Wesley Methodist Church

### \$3,000 AND ABOVE

Addicon Logistics Management (S) Pte Ltd  
AT Asset Management Pte Ltd  
Automated Micron Assembly Pte Ltd  
Central Singapore Community Development Council  
Gaylin International Pte Ltd  
Honan Insurance Group (Asia) Pte Ltd  
MCL Land Ltd  
National University of Singapore

Singapore Press Holdings Ltd  
South East Community Development Council  
Superior Multi-Packaging Ltd  
TIPPS Pte Ltd

### \$1,000 AND ABOVE

ASR Engineering Pte Ltd  
Autism Resource Centre (Singapore)  
Barkerites Hockey Club  
Cheng Huat (M&E) Pte Ltd  
Ciseern by Designer Furnishings Pte Ltd  
Contrac-Image Trading Pte Ltd  
Dr See Medical Aesthetics Pte Ltd  
Falkcon Interior Pte Ltd  
Five Five Seafood Village  
Foo Kon Tan LLP  
International Y's Men's Club of Singapore (Alpha Chapter)  
Jumbo Group of Restaurants Pte Ltd  
Orchard Road Presbyterian Church  
Pacific Richfield Marine Pte Ltd  
Porcelain Pte Ltd  
Ritz Collezione Asia Pte Ltd  
Sim Law Practice LLC  
Source Alliance Pte Ltd  
Systron Projects  
Toni International College of Aesthetics & Physiology Pte Ltd  
UTC Building & Industrial Systems  
Waylion Advisory and Consulting Pte Ltd  
XTRA Office Pte Ltd

### \$500 AND ABOVE

Aesthetics Marketing Asia Pte Ltd  
Azurea Luxury Yacht Charter Pte Ltd  
Call Levels Pte Ltd  
Kreston David Yeung PAC  
Tamil Language & Cultural Society

### \$100 AND ABOVE

AMH Corporate Services Pte Ltd  
De Yuan Zhi Shan Association  
Jack And Chaz Pte Ltd  
Langdon & Seah Singapore Pte Ltd  
Mepcom Offshore and Marine Pte Ltd  
MOVA Automotive Pte Ltd  
Rapid Press  
Well Link Probusiness Service Pte Ltd

## INDIVIDUALS

### \$10,000 AND ABOVE

Chan Lui Ming Ivan  
Chew Gek Khim  
Chew Kwee San  
Goh Yew Lin  
Ng Lee Mian Evelyn  
Ooi Boon Hoe  
Teng Heng Chew Eric

Wee Wei Ling  
Wong Kin Wah Leslie

### \$5,000 AND ABOVE

Ang Chong Poon Peter  
Cheng Kok Hua Daniel  
Kong Hwai Ming  
Loh Choo Kiat Robert  
Loh Sur Yong Stephen  
Tan Bee Lan  
Tay Yew Beng Peter  
Teo Zi-Ming  
Yeo Peng Hay

### \$3,000 AND ABOVE

Chan Wei Mun Samuel  
Chua Chin Thiam  
Ho Kah-Choy  
Khoo Ching Wei Wayne  
Koh Ann Kheng Michael  
Koh Chee Hiang  
Koh Shaw Luan  
Lee Koon Ming  
Lee Siew Lin  
Leon Lee Chern Su  
Liew Hee Cheong Daniel  
Lim Kiat Seng  
Loo Kwong Chee Daniel  
Denise Phua  
Sim Swee Yam Peter  
Tan Suan Tiu Bryan  
Tay Puan Siong  
Teo Han Leong  
Wong Cheong Fook David  
Wong Liang Kwang  
Wong Yu Wei  
Yue Yin Mei Melva

### \$1,000 AND ABOVE

Timothy Ang  
Ching Liang Heng Albert  
Choong Ying Chuan  
Ee Kuo Ren  
Santo Gulino  
Lynda Kum  
Lee Chye Hong  
Lee Liat Cheng  
Lee Yoke Sim Penny  
Claire Lim  
Lim Swee Say  
Lin Pei Ju  
Lo Chee Wen  
Loh Soh Hoon  
Loh Sue Wei Suyanne  
Lua Soo Theng David  
Neo Kah Yean  
Ng Ee Peng Ed  
Ong Teck Kim  
Samantha Seah

Sik K.T. Bernard  
 Sim Beng Meng Mildred  
 Tan Sze Wee  
 Tan Teck Chun Christopher  
 Santosa Tati  
 Teo Yu Loong Melwyn  
 Wilfred  
 Yeo Keng Joon  
 Zhao Wen Wei

#### **\$500 AND ABOVE**

Chan Boon Wee Justin  
 Chan Wan Mun Alicia  
 Chew Cheng Heng  
 Chew Tee Khiang  
 Chong Wen Quan  
 Stephen Allan Elrick  
 Foo Yoon Kin  
 Goh Cheng Bee Jimmy  
 Goh Se Huat Stanley  
 Gracelyn Ho  
 Kam Mock Yong  
 Koh Ai Cheng Doris  
 Lee Ping Lynda  
 Lee Ping Shih  
 Lee Soo Ann  
 Lim Chun Ching  
 Pang Nghee Liang Martin  
 Jim Seah  
 Tan Ching Khoon  
 Tan Toh Keng Helen  
 Tay Soi Hoon Joanne  
 Teo Ging Siang  
 Wong Chin Kheng  
 Yong Siak Hoong

#### **\$100 AND ABOVE**

Annabelle Fabia-De Aroz  
 Aw Yu Cheng Shaun  
 Boey Yuet Mei Maria  
 Bok Chek Meng  
 Chan Chee Meng  
 Chan Choong Seng Daniel  
 Chan Chuin Howe Peter  
 Chan Soo Sen  
 Frederick Chen  
 Chen Kim Yew  
 Chen Zhi Ai Joni  
 Jessie Cheng  
 Chew Soh Har  
 Ching Kwok Wing  
 Chong Nee Loong  
 Choo C.S. Burt  
 Chow Lye Keong Alvin  
 Chow Min Wei  
 Chow York Lim Joseph  
 Alex Eow  
 Feng Xiao Ling  
 Fong Sok Nee  
 Lily Foo  
 Foo Mei Yee Idy  
 Foo Say Foon  
 Foo Say Li  
 Goh Choo Kiat David  
 Goh Wan Cheng  
 Gong Ing San  
 John G T Mc Guban  
 Deirdre Hernon  
 Ho Chee Hon  
 Ho Leng Woon

Ho Shok Fung  
 Ho Sweet Meng  
 Ho Yi Zhen  
 Lawrence Hong  
 Hoo Moh Lin  
 Julie  
 Kang Ai Khia Barbara  
 Evelyn Khong  
 Khong Lai Cheong  
 Adeline Koh  
 Koh Cher Tiak  
 Kok Chee Leong  
 Lai Chun Pin Patrick  
 Latt Latt  
 Lau Woon Chan  
 Alex Lee  
 Amos Lee  
 Annmarie Lee  
 Lee Chin Yen Chris  
 David Lee  
 Lee Keng Cheong  
 Rebekah Lee  
 Lee Shu Min  
 Tina Lee  
 Lee Wing Yan Angela  
 Lee Xiao Qing  
 Leong Wai Heng  
 Lim Beng Chai  
 Lim Chun Chyi  
 Lim Hock Sheng  
 Lim Huey Yuee  
 Lim Kai Kok  
 Lim Kim Luan  
 Shirley Lim  
 Lim Swee Keng  
 Lim Tong Li Christina  
 Lin Jinyu  
 Ling Gek Yong  
 Babylyn Lingat  
 Loh Hoon Sun  
 Loo Siew Joon  
 Mao Ling Ying  
 Michael John Masim  
 Maung Tun Tauk Phyo  
 Meenasoman  
 Rajamohan Munisamy  
 Ng Hui Min  
 Mary Ng (Soon)  
 Ng Swee Ha Alice  
 Gracie Ngoi  
 Garcia Machin Oliver  
 Ong Ching Liew Alan  
 Ong Leong Gek Richard  
 Ong Teong Hoon  
 Oon Siew Chen  
 Pang Chin Hong  
 Pang Soon Moi  
 Navin Kumar Parwal  
 Phua Boon Keng  
 Victor Poh  
 Thomas Ramitedham  
 Roman  
 Suvimol Sathanart  
 Shen Rui  
 Sik Ming  
 Sim Kim Seng  
 Sim Siang Hwa  
 Jennifer Soen  
 Angel Stoilov  
 Tan Ai Lay

Tan Ean See  
 Tan Eng Beng  
 Tan Hock Kim Thomas  
 Tan Hwee Yong  
 Tan Kim Wah Mary  
 Tan Kok Hiang  
 Tan Kwan Hong  
 Tan Lee King William  
 Tan Mei Ling Nina  
 Tan Mei Mei Melody  
 Tan Seck Yeow  
 Tan Tock Lin Julie  
 Tan Yh John  
 Tang Chi Hyung  
 Samuel Tay  
 Teo Yeow Meng  
 Megajani Wahjudi  
 Norman Walford  
 Sophie Wang  
 Weng Qing Ping  
 Eldwin Wong  
 Wong Kar Yean  
 Wong Yi Chuan  
 Woo Ren Chai  
 Woo Siew Hin  
 Xu Jin  
 Yap Yu Xin Justin Smith  
 Yee Yik Fah Michael  
 Yeo Kin Lyn Lynette  
 Janice Yin  
 Yong Boon Chuan Leslie  
 You Choon Hiang Angeline  
 Zi Qi

#### **CORPORATIONS & ORGANISATIONS (IN-KIND)**

AEGIS Insurance Services  
 Pte Ltd  
 Alliance Employment Pte Ltd  
 Asencio  
 Bentley  
 British Council  
 Chia & Thai Food Supplies  
 Pte Ltd  
 Civic Ambulance Services  
 Pte Ltd  
 Cobra Puma Golf  
 Concepts Golf Management  
 Pte Ltd  
 Courts Asia Limited  
 Crab Party  
 Crate & Barrel  
 Daimler South East Asia  
 Pte Ltd  
 Dryclean Express Services  
 Emirates  
 Estee Lauder Group of  
 Companies  
 Evar Air-Conditioning &  
 Engineering Pte Ltd  
 F & N Foods Singapore  
 Far East Hospitality  
 Management  
 Frasers Hospitality  
 Golf Vacations  
 Horizon Yachts Pte Ltd  
 HSC International Pte Ltd

Hugo Boss South East Asia  
 Pte Ltd  
 Imperial Treasure  
 Restaurant Group Pte  
 Ltd  
 Interbev (Singapore) Ltd  
 Ipic Security and  
 Investigations Pte Ltd  
 Kreston David Yeung PAC  
 Laguna National Golf and  
 Country Club  
 Marshall Cavendish  
 Education Pte Ltd  
 Melchers Time Pte Ltd  
 Mind Stretcher  
 Mitsubishi Electric Asia  
 Pte Ltd  
 Movenpick Hotels & Resorts  
 Naili Printing Industry  
 National Library Board  
 NeoAsia (S) Pte Ltd  
 NTUC FairPrice Foundation  
 Ltd  
 Open Trolley  
 Orchard Parade Hotel  
 PARKROYAL on Beach Road  
 Pernod Ricard  
 Red Dot Explorer  
 Renown Print Services  
 Richwell Global  
 Samsung Asia Pte Ltd  
 Sembawang Country Club  
 Sidefame (Singapore) Pte Ltd  
 Singapore Pools (Private)  
 Limited  
 Sprinkler Fire Systems  
 Pte Ltd  
 Sunshine Bakeries  
 Tag Team Inc  
 Tai Sun (Lim Kee) Food  
 Industries Pte Ltd  
 Tanah Merah Country Club  
 TaylorMade-adidas Golf  
 Singapore & Exports  
 The Villas Bali Hotel & Spa  
 Tote Board  
 United Gas Pte Ltd  
 Urban Fairways Café Bar  
 and Golf

#### **INDIVIDUALS (IN-KIND)**

Chew Kwee San  
 Gracelyn Ho  
 Ho Wai Min  
 Kong Ming Leong Nicholas  
 Matthew Lamb  
 Lin Wei Jie  
 Gavin Ng  
 Rachel Wong  
 John Yap  
 Yeo Siew Li

# Corporate Governance

Governance Evaluation Checklist (For large IPCs)  
For the period 1 January – 31 December 2015

S/No	Code Description	Code ID	Compliance
<b>BOARD GOVERNANCE</b>			
1	Are there Board members holding staff appointments? <b>No</b>	-	-
4	There is a maximum term limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Complied
5	The Board conducts regular self-evaluation to assess its performance and effectiveness.	1.1.10	Complied
6	There are Board committees (or designated Board members) with documented terms of reference.	1.2.1	Complied
7	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied
<b>CONFLICT OF INTEREST</b>			
8	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied
9	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied
<b>STRATEGIC PLANNING</b>			
10	The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.	3.1.1	Complied
11	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied
<b>HUMAN RESOURCE MANAGEMENT</b>			
12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Complied
14	There is a system to address grievances and resolve conflicts.	5.11	Complied
<b>FINANCIAL MANAGEMENT AND CONTROLS</b>			
15	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied
16	The Board ensures reviews on the charity's controls, processes, key programmes and events.	6.1.3	Complied
17	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied
18	The charity discloses its reserves policy in the annual report.	6.4.1	Complied
19	Does the charity invest its reserves? <b>Yes</b>	-	-
20	The charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board.	6.4.3	Complied

S/No	Code Description	Code ID	Compliance
<b>FUNDRAISING PRACTICES</b>			
21	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied
<b>DISCLOSURE AND TRANSPARENCY</b>			
22	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied
23	Are Board members remunerated for their Board services? <b>No</b>	-	-
26	Does the charity employ paid staff? <b>Yes</b>	-	-
27	No staff is involved in setting his or her own remuneration.	2.2	Complied
28	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact.	8.3	Complied
<b>PUBLIC IMAGE</b>			
29	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied

**BOARD MEETING RECORD**

Name	Attendance	Name	Attendance
Mr Chew Kwee San <i>President</i>	6/6	Ms Koh Shaw Luan	4/6
Mr Leslie Wong <i>Vice President</i>	5/6	Mrs Magdalene Sik	1/6
Mr Ooi Boon Hoe <i>Vice President</i>	3/6	Mr Peter Sim Swee Yam	4/6
Mr Bryan Tan Suan Tiu <i>Hon. Secretary</i>	6/6	Mr Tan Eng Beng	1/6
Dr Tan Sze Wee <i>Hon. Treasurer</i>	6/6	Mr Peter Tay Yew Beng	5/6
Mr Stephen Loh (Co-Opted)	5/6	Mr Eric Teng Heng Chew	5/6
Mr Samuel Chan Wei Mun	5/6	Mr Teo Zi-Ming	4/6
Mr Steven Chia Oon Seet	4/6	Mr Lee Liat Cheng (Co-Opted)	4/6
Dr Thomas Choong Ying Chuan	2/6	Mr David Lua (Co-Opted)	6/6
Mr Ho Chee Hon	4/6	Mr Ivan Koh (Observer)	5/6

# Policies

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YMCA of Singapore is governed by the Constitution of the Association and has complied with the Code of Governance for Charities and Institutions of Public Character.

## BOARD GOVERNANCE

### Office Bearers

At the first meeting of the Board of Directors (BOD) held after the Annual General Meeting, a President, two Vice Presidents, an Honorary Secretary, and an Honorary Treasurer of the Association are elected from among the members of the BOD for a period of one year or until their successors are elected. No person is elected as the Honorary Treasurer or otherwise hold the office of Honorary Treasurer for more than 4 consecutive terms and such person shall only be eligible for re-election as Honorary Treasurer after a lapse of at least 1 year.

### Executive Committee

The Executive Committee ("ExCo") comprises the President, two Vice Presidents, an Honorary Secretary, and an Honorary Treasurer and at least one other Director. It has the executive powers to administer the affairs of the Association in accordance with its Constitution, Rules and Regulations and the Board's policy and provides guidance and oversight to the Management on the operations of the Association. These include the setting of policies on operational matters and approval of expenditures within the financial limits provided for in the Chart of Authority ("COA") in the normal course of business. ExCo keeps the BOD fully informed on the affairs of the Association and where appropriate, refer certain matters to the BOD for approval.

## HUMAN RESOURCE MANAGEMENT

There are systems for regular supervision, appraisal and professional development of staff and a system to address grievances and resolve conflicts. The HR department is advised by a Staff Committee commissioned by the Board. The Committee reviews and advises on all HR policies relating to staff compensation, benefits and strategies to attract, retain and motivate staff, on the receipt of recommendations from the General Secretary. The Committee also advises on talent identification and development programmes for staff and succession planning of senior management staff.

### Whistle Blowing Policy

The YMCA Whistle Blowing policy aims to provide an avenue for employees and external parties to raise concerns and offer reassurance that they will be protected from victimisation for whistle blowing in good faith.

This policy covers issues where the following may be suspected:

1. Corruption;
2. Acts of fraud;
3. Theft and/misuse of the Association's properties, assets or resources; or
4. Breach of laws.

No staff is involved in setting his or her own remuneration. Staff remuneration is subject to remuneration guidelines approved by the BOD.

The Association discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000, or the fact that none of its top three highest paid staff receives more than \$100,000.



## FINANCIAL MANAGEMENT AND CONTROLS

The BOD ensures that documented procedures are in place for financial matters in key areas. The BOD also ensures reviews and enhances monitoring on controls, processes, key programmes and events.

The BOD reviews and approves an annual budget for the Association's plans and regularly monitors financial performance.

The financial statements of the Association are drawn up in accordance with the Statement of Recommended Accounting Practice ("RAP 6") and Singapore Financial Reporting Standards ("FRS").

The Association discloses its reserves policy in the annual report.

The Association does not make any loans.

### Reserves Policy

YMCA targets for at least three years of operating reserves from donations and surpluses generated through our social enterprises. These reserves will ensure that our ability to serve the community is not subjected to the vagaries of the economy. As at the end of 2015, our ratio of reserves to annual operating expenditure stands at 2.9 years.

The restricted funds and their purposes are as follows:

- I. Building Asset Capitalisation Reserve – to match amounts on capital projects undertaken with past donations designated for that purpose. This fund will be amortised in line with the depreciation policy of the underlying capital projects.
- II. Disaster Relief Fund – to support the volunteer relief and rehabilitation works undertaken by the Association in Sri Lanka, following the 2004 Indian Ocean Earthquake & Tsunami.
- III. YMCA-Seet Hiong Kiat & Kuah Siew Eng Education Funds – to fund tertiary education for overseas needy students.

YMCA has also other designated and unrestricted funds set aside for various community programmes listed in the Notes to the Financial Statements. YMCA has also designated a percentage of our annual surpluses from our social enterprises for large scale asset renewal as our capital replacement fund.

### Investment Committee

The Investment Committee is governed by the Investment Charter and the Investment Policy which are constantly reviewed to allow for flexibility according to the market environment. It is appointed by the BOD to exercise prudence and good stewardship in relation to the investment of the Association's funds to look into generating higher returns in the long run with a reasonable amount of risk.

YMCA invests its reserves in equities, REITS, bonds, fixed deposits and cash, which are approved by the Executive Committee.

## DISCLOSURE AND TRANSPARENCY

There is a Conflict of Interest policy endorsed by the Board. Annually, the Board Directors and Management Staff make declarations of actual or potential conflicts of interest to the Board.

It is compulsory for all Board members to make annual declaration of interests, to be signed and acknowledged by the President of the Association and presented to the Board.

At committee meetings, the General Secretary of the Association will announce potential conflict of interest and Board members who are faced with a conflict situation are excluded from decision making processes relating to the matter.

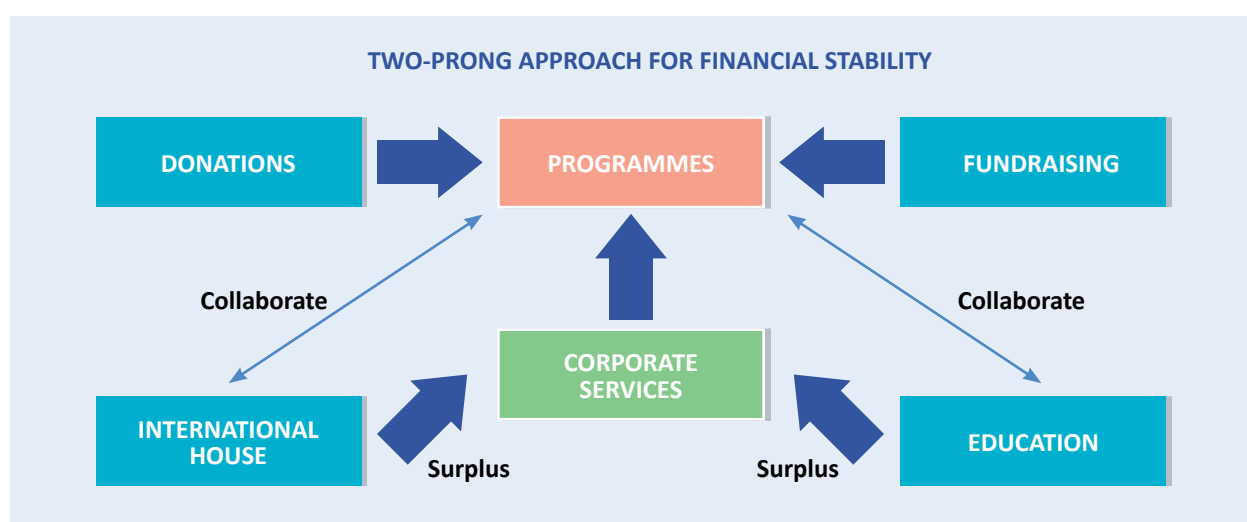
## FUNDRAISING PRACTICES

The Association has established guidelines on fundraising. These guidelines are based on the best practices set out by the National Council of Social Service and the Charity Council.

Our fundraising policy is to raise funds for specific community programmes and never for general purposes.

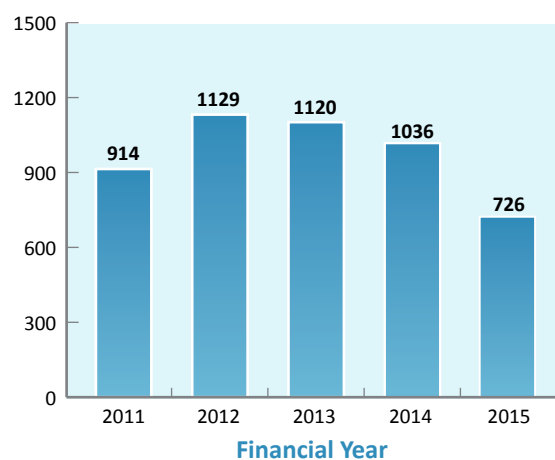
The committee for each fundraising event consists of volunteers and is supported by staff. The donors are informed of our objectives and targets.

The operating surpluses of social enterprises in YMCA International House and YMCA Education Services, as well as the support of regular donors and fund raising, has allowed YMCA to adopt a two-prong approach to achieving financial stability.



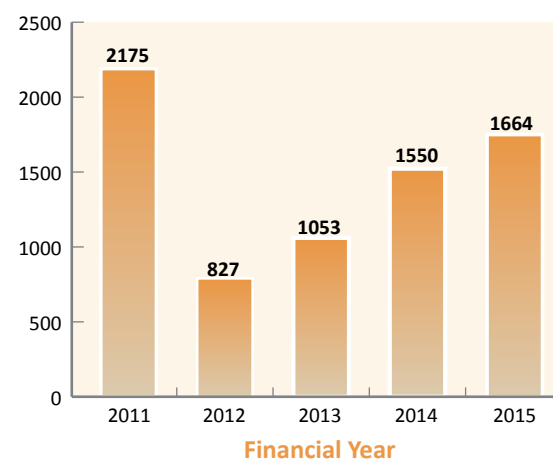
**NET SURPLUSES OF DONATION AND FUNDRAISING**

\$'000



**NET SURPLUSES OF SOCIAL ENTERPRISES**

\$'000



# Audited Financial Statements

## And Other Financial Information

### For The Year Ended 31 December 2015

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- 57** Statement by Board of Directors
- 58** Auditor's Report
- 60** Statement of Financial Position
- 61** Statements of Comprehensive Income
- 63** Statements of Changes in Funds
- 65** Consolidated Statement of Cash Flows
- 66** Notes to the Financial Statements

### STATEMENT BY BOARD OF DIRECTORS

In the opinion of the Board of Directors, the consolidated financial statements of Young Men's Christian Association of Singapore (the "Association") and its subsidiary (collectively, the "Group") and the statement of financial position, statement of comprehensive income and statement of changes in funds of the Association as set out on pages 60 to 90 are properly drawn up so as to give a true and fair view of the financial position of the Group and of the Association as at 31 December 2015, and the financial performance, changes in funds of the Group and of the Association and cash flows of the Group for the financial year ended on that date.

On behalf of the Board of Directors,



**CHEW KWEE SAN**  
President

Singapore, 7 April 2016



**TAN SZE WEE**  
Hon Treasurer

## **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YOUNG MEN'S CHRISTIAN ASSOCIATION OF SINGAPORE (UEN: S61SS0045E)**

### **Report on the Financial Statements**

We have audited the accompanying financial statements of Young Men's Christian Association of Singapore (the "Association") and its subsidiary (collectively, the "Group"), which comprise the statements of financial position of the Group and of the Association as at 31 December 2015, and the statements of comprehensive income, statements of changes in funds of the Group and of the Association and the consolidated statement of cash flows of the Group for the financial year then ended, and a summary of significant accounting policies and other explanatory notes as set out on pages 60 to 90.

#### *Management's Responsibilities for the Financial Statements*

The management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Charities Act, Cap. 37, the Societies Act, Cap. 311 and Singapore Financial Reporting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

#### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Opinion*

In our opinion, the consolidated financial statements of the Group and the statement of financial position, statement of comprehensive income and statement of changes in general and specific funds of the Association are properly drawn up in accordance with the provisions of the Charities Act, Cap. 37, the Societies Act, Cap. 311 and Singapore Financial Reporting Standards so as to give a true and fair view of the financial position of the Group and of the Association as at 31 December 2015 and the financial performance, changes in funds of the Group and of the Association and cash flows of the Group for the financial year ended on that date.



### Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the above regulations to be kept by the Association and its subsidiary incorporated in Singapore of which we are the auditors have been properly kept in accordance with those regulations.

During the course of our audit, nothing has come to our attention that causes us to believe that during the reporting year:

- a) the Association has not complied with the requirements of regulation 15 (Fundraising expenses) of the Charities Regulations.
- b) the donation monies received have not been used in accordance with the Association's objectives.

**KRESTON DAVID YEUNG PAC**  
Public Accountants and  
Chartered Accountants

7 April 2016

**STATEMENTS OF FINANCIAL POSITION**  
**As at 31 December 2015**

		GROUP		ASSOCIATION	
	Note	2015 S\$	2014 S\$	2015 S\$	2014 S\$
<b><u>ASSETS</u></b>					
<b>Non-Current Assets</b>					
Property, Plant and Equipment	3	7,237,153	7,639,080	7,188,867	7,556,451
Available-for-Sale Financial assets	4	6,622,795	7,161,673	6,622,795	7,161,673
<b>Total non-current assets</b>		<b>13,859,948</b>	<b>14,800,753</b>	<b>13,811,662</b>	<b>14,718,124</b>
<b>Current assets</b>					
Inventories		13,893	19,057	13,893	19,057
Receivables	5	1,018,487	1,104,428	1,011,731	1,076,878
Prepayments		87,128	272,943	80,405	54,938
Deposits		41,803	40,927	41,803	38,424
Amount due from a subsidiary	6	-	-	797,081	342,712
Fixed deposits	7	12,201,230	12,146,997	12,201,230	12,146,997
Cash and Bank Balances	8	6,917,093	3,893,832	5,359,102	3,332,239
<b>Total Current Assets</b>		<b>20,279,634</b>	<b>17,478,184</b>	<b>19,505,245</b>	<b>17,011,245</b>
<b>Total Assets</b>		<b>34,139,582</b>	<b>32,278,937</b>	<b>33,316,907</b>	<b>31,729,369</b>
<b><u>FUNDS AND LIABILITIES</u></b>					
<b>Funds</b>					
<b>Unrestricted Funds</b>					
Accumulated Fund		19,436,883	18,350,955	19,436,883	18,350,955
Capital Replacement Fund		6,684,136	5,782,419	6,684,136	5,782,419
Fair Value Reserve		38,239	577,116	38,239	577,116
Other Funds	9	1,556,828	1,763,007	1,556,828	1,763,007
<b>Restricted Funds</b>					
Building Asset Capitalisation Reserve		2,065,147	2,179,878	2,065,147	2,179,878
Other Funds	9	141,222	183,917	141,222	183,917
<b>Total Funds</b>		<b>29,922,455</b>	<b>28,837,292</b>	<b>29,922,455</b>	<b>28,837,292</b>
<b>Current Liabilities</b>					
Payables and accruals	10	4,217,127	3,441,645	3,394,452	2,892,077
<b>Total Liabilities</b>		<b>4,217,127</b>	<b>3,441,645</b>	<b>3,394,452</b>	<b>2,892,077</b>
<b>Total Funds and Liabilities</b>		<b>34,139,582</b>	<b>32,278,937</b>	<b>33,316,907</b>	<b>31,729,369</b>

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME**  
**For the financial year ended 31 December 2015**

	Note	GROUP				2015	2014
		<-----Unrestricted Funds----->			Restricted Funds	Total	Total
		General Fund	Designated Fund	Total			
		S\$	S\$	S\$	S\$	S\$	S\$
<b>Incoming Resources</b>							
<b>Incoming Resources from Generated Funds</b>							
<i>Voluntary Income</i>							
Donations		208,508	-	208,508	-	208,508	334,739
<i>Activities for Generating Funds</i>							
Child Care and Student Care Centres		6,968,741	-	6,968,741	-	6,968,741	5,735,689
Education Centre		4,574,057	-	4,574,057	-	4,574,057	4,537,895
International House		6,481,183	-	6,481,183	-	6,481,183	6,183,016
Membership Fees and Activities		474,777	-	474,777	21,136	495,913	508,912
Outdoor and Adventure		650,841	-	650,841	-	650,841	626,178
Fund Raising Events		651,482	-	651,482	-	651,482	1,095,671
Other Income	11	591,466	-	591,466	-	591,466	704,377
Amortisation of Building Asset Capitalisation Reserve		114,731	-	114,731	-	114,731	114,730
		20,715,786	-	20,715,786	21,136	20,736,922	19,841,207
<i>Investment Income</i>							
Interest and Dividend Income		417,925	-	417,925	-	417,925	452,572
Net fair value gain on disposal of available-for-sale financial assets		-	-	-	-	-	1,449
		21,133,711	-	21,133,711	21,136	21,154,847	20,295,228
<b>Incoming Resources from Charitable Activities</b>							
Community Services *		2,480	938,212	940,692	-	940,692	518,099
Volunteer and Youth Development Programmes		404,322	-	404,322	-	404,322	441,755
International Programmes		1,905,371	-	1,905,371	86,234	1,991,605	1,594,887
		2,312,173	938,212	3,250,385	86,234	3,336,619	2,554,741
<b>TOTAL INCOMING RESOURCES</b>	12	23,445,884	938,212	24,384,096	107,370	24,491,466	22,849,969
<b>Less: Resources Expended</b>							
<b>Costs of Generating Funds</b>							
Child Care and Student Care Centres		5,907,275	-	5,907,275	-	5,907,275	5,149,867
Education Centre		2,417,423	-	2,417,423	-	2,417,423	1,706,594
International House		6,694,469	-	6,694,469	-	6,694,469	6,374,776
Membership Fees and Activities		759,995	-	759,995	24,465	784,460	824,111
Outdoor and Adventure		644,040	-	644,040	-	644,040	644,757
Fund Raising Events		133,302	-	133,302	-	133,302	394,261
Other Operating Expenses		1,367,115	-	1,367,115	-	1,367,115	1,199,017
		17,923,619	-	17,923,619	24,465	17,948,084	16,293,383
<b>Resources Expended on Charitable Activities</b>							
Community Services *		249,775	1,521,635	1,771,410	-	1,771,410	1,642,785
Volunteer and Youth Development Programmes		961,885	-	961,885	-	961,885	1,026,083
International Programmes		1,818,249	-	1,818,249	125,600	1,943,849	1,561,115
		3,029,909	1,521,635	4,551,544	125,600	4,677,144	4,229,983
<b>Governance Costs</b>		122,965	-	122,965	-	122,965	86,232
<b>TOTAL RESOURCES EXPENDED</b>	12	21,076,493	1,521,635	22,598,128	150,065	22,748,193	20,558,283
Net incoming resources before other recognised losses		2,369,391	(583,423)	1,785,968	(42,695)	1,743,273	2,240,371
<b>Less: Other recognised losses</b>							
Loss on disposal of property, plant and equipment		(4,502)	-	(4,502)	-	(4,502)	(21,332)
		2,364,889	(583,423)	1,781,466	(42,695)	1,738,771	2,219,039
<b>Less: Taxation</b>	14	-	-	-	-	-	-
Net fund surplus / (deficit) for the year		2,364,889	(583,423)	1,781,466	(42,695)	1,738,771	2,219,039
Fund balances at beginning of the year		18,350,955	8,122,542	26,473,497	2,363,795	28,837,292	26,252,543
Transfer between funds		(1,278,961)	1,278,961	-	-	-	-
Net fair value (loss) / gain on available-for-sale financial assets		-	(538,877)	(538,877)	-	(538,877)	480,440
Amortisation of Building Assets Capitalisation Reserve		-	-	-	(114,731)	(114,731)	(114,730)
Fund balances at end of the year		19,436,883	8,279,203	27,716,086	2,206,369	29,922,455	28,837,292

\* Community Services are made up of YMCA-Tan Chin Tuan Community Services Programmes, YMCA Project Bridge and YMCA FACES (Financial Assistance and Capability for Employment Scheme)

**STATEMENT OF COMPREHENSIVE INCOME**  
**For the financial year ended 31 December 2015**

	Note	ASSOCIATION				2015	2014
		<-----Unrestricted Funds----->			Restricted Funds	Total	Total
		General Fund	Designated Fund	Total			
		S\$	S\$	S\$	S\$	S\$	S\$
<b>Incoming Resources</b>							
<b>Incoming Resources from Generated Funds</b>							
<i>Voluntary Income</i>							
Donations		1,070,011	-	1,070,011	-	1,070,011	1,070,409
<i>Activities for Generating Funds</i>							
Child Care and Student Care Centres		6,968,741	-	6,968,741	-	6,968,741	5,735,689
Education Centre		193,668	-	193,668	-	193,668	253,626
International House		6,525,245	-	6,525,245	-	6,525,245	6,367,847
Membership Fees and Activities		474,777	-	474,777	21,136	495,913	508,912
Outdoor and Adventure		650,841	-	650,841	-	650,841	626,178
Fund Raising Events		651,482	-	651,482	-	651,482	1,095,671
Other Income	11	2,153,145	-	2,153,145	-	2,153,145	2,435,543
Amortisation of Building Asset Capitalisation Reserve		114,731	-	114,731	-	114,731	114,730
		18,802,641	-	18,802,641	21,136	18,823,777	18,208,605
<i>Investment Income</i>							
Interest and Dividend Income		416,255	-	416,255	-	416,255	451,017
Net fair value gain on disposal of available-for-sale financial assets		-	-	-	-	-	1,449
		19,218,896	-	19,218,896	21,136	19,240,032	18,661,071
<b>Incoming Resources from Charitable Activities</b>							
Community Services *		2,480	938,212	940,692	-	940,692	518,099
Volunteer and Youth Development Programmes		404,322	-	404,322	-	404,322	441,755
International Programmes		1,905,371	-	1,905,371	86,234	1,991,605	1,594,887
		2,312,173	938,212	3,250,385	86,234	3,336,619	2,554,741
<b>TOTAL INCOMING RESOURCES</b>	12	21,531,069	938,212	22,469,281	107,370	22,576,651	21,215,812
<b>Less: Resources Expended</b>							
<b>Costs of Generating Funds</b>							
Child Care and Student Care Centres		5,907,275	-	5,907,275	-	5,907,275	5,149,867
Education Centre		502,608	-	502,608	-	502,608	72,437
International House		6,694,469	-	6,694,469	-	6,694,469	6,374,776
Membership Fees and Activities		759,995	-	759,995	24,465	784,460	824,111
Outdoor and Adventure		644,040	-	644,040	-	644,040	644,757
Fund Raising Events		133,302	-	133,302	-	133,302	394,261
Other Operating Expenses		1,367,232	-	1,367,232	-	1,367,232	1,199,017
		16,008,921	-	16,008,921	24,465	16,033,386	14,659,226
<b>Resources Expended on Charitable Activities</b>							
Community Services *		249,775	1,521,635	1,771,410	-	1,771,410	1,642,785
Volunteer and Youth Development Programmes		961,885	-	961,885	-	961,885	1,026,083
International Programmes		1,818,249	-	1,818,249	125,600	1,943,849	1,561,115
		3,029,909	1,521,635	4,551,544	125,600	4,677,144	4,229,983
<b>Governance Costs</b>		122,965	-	122,965	-	122,965	86,232
<b>TOTAL RESOURCES EXPENDED</b>	12	19,161,795	1,521,635	20,683,430	150,065	20,833,495	18,975,441
Net incoming resources before other recognised losses		2,369,274	(583,423)	1,785,851	(42,695)	1,743,156	2,240,371
<b>Less: Other recognised losses</b>							
Loss on disposal of property, plant and equipment		(4,385)	-	(4,385)	-	(4,385)	(21,332)
Net fund surplus / (deficit) for the year		2,364,889	(583,423)	1,781,466	(42,695)	1,738,771	2,219,039
Fund balances at beginning of the year		18,350,955	8,122,542	26,473,497	2,363,795	28,837,292	26,252,543
Transfer between funds		(1,278,961)	1,278,961	-	-	-	-
Net fair value (loss) / gain on available-for-sale financial assets		-	(538,877)	(538,877)	-	(538,877)	480,440
Amortisation of Building Assets Capitalisation Reserve		-	-	-	(114,731)	(114,731)	(114,730)
Fund balances at end of the year		19,436,883	8,279,203	27,716,086	2,206,369	29,922,455	28,837,292

\* Community Services are made up of YMCA-Tan Chin Tuan Community Services Programmes, YMCA Project Bridge and YMCA FACES (Financial Assistance and Capability for Employment Scheme)



**CONSOLIDATED STATEMENT OF CHANGES IN FUNDS**  
**For the financial year ended 31 December 2015**

	GROUP						
	<-----Unrestricted----->			<-----Unrestricted----->			
	<-----Designated----->						
	General Fund	Fair Value Reserve	Capital Replacement Fund	Other Funds	Building Asset Capitalisation Reserve	Other Funds	Total
	S\$	S\$	S\$	S\$	S\$	S\$	S\$
Balance at 01.01.2014	17,125,166	96,676	4,943,524	1,598,972	2,294,608	193,597	26,252,543
Net surplus for the year							
-Unrestricted funds	3,447,551	-	-	(1,218,832)	-	-	2,228,719
-Restricted funds	-	-	-	-	-	(9,680)	(9,680)
Net fair value gains on available- for-sale financial assets recognised directly in fund	-	480,440	-	-	-	-	480,440
Transfers during the year	(2,221,762)	-	838,895	1,382,867	-	-	-
Amortisation of Building Asset Capitalisation Reserve	-	-	-	-	(114,730)	-	(114,730)
Balance at 31.12.2014/01.01.2015	18,350,955	577,116	5,782,419	1,763,007	2,179,878	183,917	28,837,292
Net surplus for the year							
-Unrestricted funds	2,364,889	-	-	(583,423)	-	-	1,781,466
-Restricted funds	-	-	-	-	-	(42,695)	(42,695)
Net fair value gains on available- for-sale financial assets recognised directly in fund	-	(538,877)	-	-	-	-	(538,877)
Transfers during the year	(1,278,961)	-	901,717	377,244	-	-	-
Amortisation of Building Asset Capitalisation Reserve	-	-	-	-	(114,731)	-	(114,731)
Balance at 31.12.2015	19,436,883	38,239	6,684,136	1,556,828	2,065,147	141,222	29,922,455
	Note 9			Note 9			
	<-----S\$8,279,203----->			<-----S\$2,206,369----->			

**STATEMENT OF CHANGES IN FUNDS**  
**For the financial year ended 31 December 2015**

	ASSOCIATION						
	<-----Unrestricted----->				<-----Unrestricted----->		
	<-----Designated----->						
	General Fund S\$	Fair Value Reserve S\$	Capital Replacement Fund S\$	Other Funds S\$	Building Asset Capitalisation Reserve S\$	Other Funds S\$	Total S\$
Balance at 01.01.2014	17,125,166	96,676	4,943,524	1,598,972	2,294,608	193,597	26,252,543
Net surplus for the year							
-Unrestricted funds	3,447,551	-	-	(1,218,832)	-	-	2,228,719
-Restricted funds	-	-	-	-	-	(9,680)	(9,680)
Net fair value gains on available- for-sale financial assets recognised directly in fund	-	480,440	-	-	-	-	480,440
Transfers during the year	(2,221,762)	-	838,895	1,382,867	-	-	-
Amortisation of Building Asset Capitalisation Reserve	-	-	-	-	(114,730)	-	(114,730)
Balance at 31.12.2014/01.01.2015	18,350,955	577,116	5,782,419	1,763,007	2,179,878	183,917	28,837,292
Net surplus for the year							
-Unrestricted funds	2,364,889	-	-	(583,423)	-	-	1,781,466
-Restricted funds	-	-	-	-	-	(42,695)	(42,695)
Net fair value gains on available- for-sale financial assets recognised directly in fund	-	(538,877)	-	-	-	-	(538,877)
Transfers during the year	(1,278,961)	-	901,717	377,244	-	-	-
Amortisation of Building Asset Capitalisation Reserve	-	-	-	-	(114,731)	-	(114,731)
Balance at 31.12.2015	19,436,883	38,239	6,684,136	1,556,828	2,065,147	141,222	29,922,455
	Note 9				Note 9		
	<-----S\$8,279,203----->				<-----S\$2,206,369----->		

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**For the financial year ended 31 December 2015**

	2015 S\$	2014 S\$
<b>Cash flows from operating activities</b>		
Net surplus for the year	1,738,771	2,219,039
Adjustments for: -		
Depreciation of property, plant and equipment	1,423,893	1,516,160
Amortisation of Building Asset Capitalisation Reserve	(114,731)	(114,730)
Loss on disposal of property, plant and equipment	4,502	21,332
Interest and dividend income	(417,925)	(462,684)
Net fair value gain on disposal of available-for-sale financial assets	-	(1,449)
<b>Operating surplus before working capital changes</b>	<b>2,634,510</b>	<b>3,177,668</b>
Decrease in inventories	5,164	271
Decrease / (Increase) in receivables, prepayments and deposits	276,522	(45,997)
Increase / (Decrease) in payables and accruals	775,482	(461,531)
<b>Net cash generated from operating activities</b>	<b>3,691,678</b>	<b>2,670,411</b>
<b>Cash flows from investing activities</b>		
Proceeds from disposal of available-for-sale financial assets	-	690,260
Purchase of available-for-sale financial assets	-	(19,125)
Purchase of property, plant and equipment	(1,026,468)	(1,052,484)
Fixed deposits subject to restriction	81,955	(213)
Interest and dividend received	412,284	459,662
<b>Net cash generated from / (used in) investing activities</b>	<b>(532,229)</b>	<b>78,100</b>
<b>Net increase in cash and cash equivalents</b>	<b>3,159,449</b>	<b>2,748,511</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>15,958,874</b>	<b>13,210,363</b>
<b>Cash and cash equivalents at end of year</b>	<b>19,118,323</b>	<b>15,958,874</b>
<b>Cash and cash equivalents comprise:-</b>		
Cash and bank balances	12,201,230	3,893,832
Fixed deposits	6,917,093	12,146,997
	19,118,323	16,040,829
Less: Fixed deposits subject to restriction	-	(81,955)
	19,118,323	15,958,874

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

### 1. GENERAL

Young Men's Christian Association of Singapore (the "Association") is registered in Singapore under the Societies Act and the Charities Act. The principal activities of the Association consist of community services, education and child care services, sports and recreation and running of an international house. The Association is a member of National Council of Social Service. The Association has been registered as an Institute of Public Character since year 2001 and valid until 30 September 2016.

The address of registered office and principal place of operation of the Association is at One Orchard Road, Singapore 238824.

The subsidiary, YMCA Education Centre Limited, was incorporated in the Republic of Singapore on 21 September 2010 under the Companies Act, Chapter 50 as a company limited by guarantee.

The principal activities of the subsidiary are the provision of non-higher and higher education programmes. The subsidiary has been registered under the Enhanced Registration Framework with Council for Private Education for a period of 4 years and is valid until 11 October 2018. The subsidiary was also given the EduTrust award which is valid until 15 December 2019.

### 2. SIGNIFICANT ACCOUNTING POLICIES

#### a. Basis of Preparation

The consolidated financial statements of the Group and the statement of financial position, statement of comprehensive income and statement of changes in funds of the Association have been prepared in accordance with the historical cost convention, except as disclosed in the accounting policies below, and are drawn up in accordance with the Singapore Financial Reporting Standards ("FRSs").

In the current financial year, the Group adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRSs") that are relevant to its operations and effective for annual period beginning on or after 1 January 2015. The adoptions of these new/revised FRSs and INT FRSs have no material effect on the financial statements.

#### b. Significant Accounting Estimates and Judgements

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Group's accounting policies, reported amounts of assets, liabilities, income and expense and disclosures made. They are assessed on an on-going basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

The critical accounting estimates and assumptions used and areas involving a high degree of judgement are described below.

*Critical assumptions used and accounting estimates in applying accounting policies*

#### Depreciation of property, plant and equipment

Property, plant and equipment are depreciated on straight-line basis over their estimated useful lives. Management estimated the useful lives of these property, plant and equipment to be within 3 to 50 years. Changes in the expected level of usage could impact the economic useful lives and the residual values, if any, of these assets, therefore future depreciation charges could be revised.



## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

#### b. Significant Accounting Estimates and Judgements (Continued)

##### *Critical judgements made in applying accounting policies*

In the process of applying the entity's accounting policies, management has made the following judgements that have significant effect on the amounts recognised in the financial statements.

##### Impairment of property, plant and equipment

The Group assesses annually whether property, plant and equipment have any indication of impairment in accordance with the accounting policy. The recoverable amounts of property, plant and equipment have been determined based on value-in-use calculations. These calculations require the use of judgement and estimates.

#### c. Subsidiary

A subsidiary is an entity over which the Group has the power to govern the financial and operating policies so as to obtain benefits from its activities.

#### d. Basis of Consolidation

For business combinations outside the scope of FRS 103 i.e. business combination involving companies under common control, pooling of interests method is used.

Under merger accounting, the assets, liabilities, revenue, expenses and cash flows of all the entities within the Group are combined after making such adjustments as are necessary to achieve consistency of accounting policies. The comparative figures for the preceding financial years have been presented on similar basis. This manner of presentation reflects the economic substance of the combining companies, which are under common control throughout the relevant period, as a single economic enterprise, although the legal parent-subsidary relationships were not established until after the acquisition date.

#### e. Property, Plant and Equipment

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

Subsequent to initial recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

#### e. Property, Plant and Equipment (Continued)

Depreciation is calculated on a straight-line method so as to write off the cost of these assets over their estimated useful lives as follows: -

Leasehold land and building	2%
Plant and machinery	12.5%
Renovation	12.5% to 20%
Computer equipment	20% to 33.3%
Office equipment	20%
Furniture and fittings	20%
Computer software	33.3%

Assets not ready to use is not depreciated until it is available for use.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the assets is included in profit or loss in the year the asset is derecognised.

#### f. Grants

Government grants and similar non-governments are recognised when there is reasonable assurance that the conditions attaching to it will be complied with and the grant will be received.

Grants should be recognised in the statement of comprehensive income on a systematic basis over the periods in which the entity recognised as expenses the related costs for which the grants are intended to compensate.

Asset-related grants are deducted from the cost of acquisition of the asset to arrive at the carrying amount which is then depreciated in accordance with the accounting policy on property, plant and equipment and depreciation.

#### g. Inventories

Inventories comprising goods like gift and souvenirs for resale, are stated at the lower of cost and net realisable value. Cost is determined on the specific identification basis.

#### h. Impairment of Non-Financial Assets

The Group assesses at the end of each reporting period whether there is an indication that an asset may be impaired. If any indication exists, or when an annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

#### h. Impairment of Non-Financial Assets (Continued)

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. When the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Impairment losses are recognised in profit or loss.

An assessment is made at the end of each reporting period as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the Group estimates the asset's or cash-generating unit's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss.

#### i. Financial Assets

##### *Initial recognition and measurement*

Financial assets are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial assets at initial recognition.

When financial assets are recognised initially, they are measured at fair value, plus, directly attributable transaction costs.

##### *Subsequent measurement*

The subsequent measurement of financial assets depends on their classification as follows: -

##### Loans and receivables

Non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are classified as loans and receivables. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the loans and receivables are derecognised or impaired, and through the amortisation process.

##### Available-for-sale financial assets

Available-for-sale financial assets include equity and debt securities. Equity investments classified as available-for-sale are those, which are neither classified as held for trading nor designated at fair value through profit or loss. Debt securities in this category are those which are intended to be held for an indefinite period of time and which may be sold in response to needs for liquidity or in response to changes in the market conditions.

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

#### i. Financial Assets (Continued)

##### Available-for-sale financial assets (Continued)

After initial recognition, available-for-sale financial assets are subsequently measured at fair value. Any gains or losses from changes in fair value of the financial asset are recognised in the fair value reserve within fund, except that impairment losses, foreign exchange gains and losses on monetary instruments and interest calculated using the effective interest method are recognised in profit or loss. The cumulative gain or loss previously recognised in fair value reserve fund is reclassified from fair value reserve to profit or loss as a reclassification adjustment when the financial asset is derecognised.

##### *Derecognition*

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in fair value reserve within fund is recognised in profit or loss.

All regular way purchases and sales of financial assets are recognised or derecognised on the trade date, i.e. the date that the Group commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the market place concerned.

#### j. Cash and Cash Equivalents

Cash and cash equivalents consist of cash in hand and at bank and fixed deposits net of fixed deposits subject to restriction which form part of the Group's cash management that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

#### k. Impairment of Financial Assets

The Group assesses at the end of each reporting period whether there is any objective evidence that a financial asset is impaired.

##### Financial assets carried at amortised cost

For financial assets carried at amortised cost, the Group first assesses individually whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Group determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial asset with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continues to be recognised are not included in a collective assessment of impairment.

If there is objective evidence that an impairment loss on financial assets carried at amortised cost has incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The impairment loss is recognised in profit or loss.



## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

#### k. Impairment of Financial Assets (Continued)

##### Financial assets carried at amortised cost (Continued)

When the asset becomes uncollectible, the carrying amount of impaired financial assets is reduced directly or if an amount was charged to the allowance account, the amounts charged to the allowance account are written off against the carrying value of the financial asset.

To determine whether there is objective evidence that an impairment loss on financial assets has incurred, the Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed to the extent that the carrying amount of the asset does not exceed its amortised cost at the reversal date. The amount of reversal is recognised in profit or loss.

##### Available-for-sale financial assets

In the case of equity investments classified as available-for-sale, objective evidences of impairment include (i) significant financial difficulty of the issuer or obligor, (ii) information about significant changes with an adverse effect that have taken place in the technological, market, economic or legal environment in which the issuer operates, and indicates that the cost of the investment in equity instrument may not be recovered; and (iii) a significant or prolonged decline in the fair value of the investment below its costs. 'Significant' is to be evaluated against the original cost of the investment and 'prolonged' against the period in which the fair value has been below its original cost.

If an available-for-sale financial asset is impaired, an amount comprising the difference between its acquisition cost (net of any principal repayment and amortisation) and its current fair value, less any impairment loss previously recognised in profit or loss, is transferred from fund and recognised in profit or loss. Reversals of impairment losses in respect of equity instruments are not recognised in profit or loss; increase in their fair value after impairment are recognised directly in fund.

In the case of debt instruments classified as available-for-sale, impairment is assessed based on the same criteria as financial assets carried at amortised cost. However, the amount recorded for impairment is the cumulative loss measured as the difference between the amortised cost and the current fair value, less any impairment loss on that investment previously recognised in profit or loss. Future interest income continues to be accrued based on the reduced carrying amount of the asset and is accrued using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss. The interest income is recorded as part of finance income. If in a subsequent year, the fair value of a debt instrument increases and the increases can be objectively related to an event occurring after the impairment loss was recognised in profit or loss, the impairment loss is reversed in profit or loss.

#### l. Financial Liabilities

##### *Initial recognition and measurement*

Financial liabilities are recognised on the statement of financial position when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value, plus, directly attributable transaction costs.

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

#### **l. Financial Liabilities (Continued)**

##### *Subsequent measurement*

After initial recognition, financial liabilities are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

##### *Derecognition*

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

#### **m. Funds**

Unless specifically indicated, fund balances are not represented by any specific accounts, but are represented by all assets of the Group.

##### *Building Asset Capitalisation Reserve*

Designated donations for the renovation/construction of the YMCA building are credited to the Building Asset Capitalisation Reserve. These amounts are recognised in profit or loss over the period necessary to match the depreciation on the portion of the certification of the renovation/construction funded by such donations.

##### *Capital Replacement Fund*

Capital replacement fund is established for capital replacement purpose by allocating 9% of current year's revenue derived from International House, Child Care and Student Care Centres and YMCA Education Centre Limited.

#### **n. Provisions**

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

#### **o. Contingencies**

A contingent liability is:-

A possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or

A present obligation that arises from past events but is not recognised because:

- i. It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- ii. The amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingent liabilities and assets are not recognised on the statement of financial position of the Group.

#### **p. Leases**

Leases where the lessor effectively retains substantially all the risks and benefits of ownership of the leased term as classified as operating leases.

*As a lessee*

Operating lease payments are recognised as an expense in profit or loss on a straight-line basis over the lease term. The aggregate benefit of incentives provided by the lessor is recognised as a reduction of rental expense over the lease term on a straight line basis.

*As a lessor*

Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same bases as rental income. The accounting policy for rental income is set out in Note 2(q).

#### **q. Income Recognition**

Income is recognised to the extent that it is probable that the economic benefits will flow to the Group and the income can be reliably measured. Income is measured at the fair value of consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty.

Income is recognised on the following basis: -

- i. *Donations* – when money is received or collection is certain
- ii. *Education and Child and Student Care* – over the period of instruction and care given to the student and child
- iii. *Income from courses* – over the period of course
- iv. *Interest* – using the effective interest method
- v. *Dividend* – when the Group's right to receive payment is established
- vi. *Rental* – on a straight-line basis over the lease terms
- vii. *Other services* – when services are rendered

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

#### r. Gift in kind

A gift in kind included in the profit or loss based on an estimate of the fair value at the date of the receipt of the gift of the non-monetary asset or the grant of a right to the monetary asset. The gift is recognised if the amount of the gift can be measured reliably and there is no uncertainty that it will be received.

#### s. Foreign Currency Transactions

##### *Functional and Presentation Currencies*

Items included in the financial statements of the Group are measured using the currency of the primary economic environment in which the Group operates (the "functional currency"). The financial statements of the Group are presented in Singapore dollar, which is the functional currency of the Association.

##### *Transactions and Balances*

Transactions in foreign currencies are converted at rates closely approximating those ruling at transaction dates. Monetary assets and liabilities in foreign currencies are translated into Singapore dollar at rates of exchange ruling at the end of reporting period. Exchange differences arising from such transactions are taken to profit or loss.

#### t. Taxation

Income tax on the profit or loss for the period comprises current and deferred income taxes. Income tax is recognised in the profit or loss except to the extent that it relates to items recognised outside profit or loss, in which case it is recognised in other comprehensive income.

Current tax is the expected tax payable on the taxable income for the period, using tax rates enacted or substantively enacted at the end of the reporting period and any adjustment to tax payable in respect of previous period.

Deferred tax is provided using the liability method for temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the end of the reporting period.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

#### u. Related Parties

A related party is defined as follows:-

- a. A person or a close member of that person's family is related to the group if that person:
  - i. Has control or joint control over the group;
  - ii. Has significant influence over the group; or
  - iii. Is a governing board member, trustee or member of the key management personnel of the group or of a parent of the Association.
- b. An entity is related to the group if any of the following conditions applies:
  - i. The entity and the group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
  - ii. One entity is an associate or joint venture of the group (or an associate or joint venture of a member of a group of which the group is a member).
  - iii. The entity and the group are joint ventures of the same third party.
  - iv. The entity is a joint venture of a third entity and the group is an associate of the third entity and vice versa.
  - v. The entity is controlled or jointly controlled by a person identified in (a).
  - vi. A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

#### v. Employee Benefits

##### *Defined Contribution Plans*

The Group makes contribution to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions are recognised as an expense in the period in which the related service is performed.

##### *Employee Leave Entitlement*

Employee entitlement to annual leave is recognised when it is accrued to employees. An accrual is made for the estimated liability for leave as a result of services rendered by employees up to the end of the reporting period.



NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

3. PROPERTY, PLANT AND EQUIPMENT

	Leasehold Land & Building	GROUP						Assets In Progress	Total
	S\$	Plant and Machinery	Renovation	Computer Equipment	Office Equipment	Furniture & Fittings	Computer Software	S\$	S\$
<b>Cost</b>									
At 01.01.2014	12,079,195	1,417,945	14,510,331	602,330	544,203	1,437,958	373,244	36,000	31,001,206
Additions	-	2,530	1,094,800	90,853	1,350	46,575	51,376	-	1,287,484
Grants received / receivable	-	-	(381,500)	-	-	-	-	-	(381,500)
Disposals	-	(1,620)	(33,637)	-	(496)	(208)	-	-	(35,961)
Reclassification	-	-	(46,720)	-	-	-	82,720	(36,000)	-
At 31.12.2014 and 01.01.2015	12,079,195	1,418,855	15,143,274	693,183	545,057	1,484,325	507,340	-	31,871,229
Additions	-	6,381	357,516	93,625	53,341	60,145	149,214	228,450	948,672
Grants received / receivable	-	(986)	(154,193)	(21,440)	(13,502)	(14,341)	(99,242)	-	(303,704)
Grants reversal	-	-	381,500	-	-	-	-	-	381,500
Disposals	-	(1,245,550)	(9,805,104)	(373,668)	(228,594)	(984,780)	(224,166)	-	(12,861,862)
Reclassification	-	1,182,953	(1,097,444)	965	13,052	(7,526)	-	(92,000)	-
At 31.12.2015	12,079,195	1,361,653	4,825,549	392,665	369,354	537,823	333,146	136,450	20,035,835
<b>Accumulated Depreciation</b>									
At 01.01.2014	7,001,162	1,343,407	12,102,897	445,440	387,866	1,173,931	275,915	-	22,730,618
Depreciation for the year	241,584	23,069	890,315	113,987	74,043	98,549	74,613	-	1,516,160
Disposals	-	(1,620)	(12,294)	(190)	(380)	(145)	-	-	(14,629)
At 31.12.2014 and 01.01.2015	7,242,746	1,364,856	12,980,918	559,237	461,529	1,272,335	350,528	-	24,232,149
Depreciation for the year	241,584	125,268	725,481	91,943	60,756	94,211	84,650	-	1,423,893
Disposals	-	(1,245,550)	(9,801,236)	(373,202)	(228,544)	(984,662)	(224,166)	-	(12,857,360)
Reclassification	-	45,092	(45,092)	-	-	-	-	-	-
At 31.12.2015	7,484,330	289,666	3,860,071	277,978	293,741	381,884	211,012	-	12,798,682
<b>Net Book Value</b>									
At 31.12.2015	4,594,865	1,071,987	965,478	114,687	75,613	155,939	122,134	136,450	7,237,153
At 31.12.2014	4,836,449	53,999	2,162,356	133,946	83,528	211,990	156,812	-	7,639,080

The land is leased for 999 years commencing from November 1902. No capital sum was paid for the lease.

NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

3. PROPERTY, PLANT AND EQUIPMENT (Continued)

	Leasehold Land & Building	Plant and Machinery	Renovation	ASSOCIATION					Assets In Progress	Total
	S\$	S\$	S\$	Computer Equipment	Office Equipment	Furniture & Fittings	Computer Software	S\$		
<b>Cost</b>										
At 01.01.2014	12,079,195	1,417,945	14,510,331	602,330	541,200	1,424,690	373,244	-	-	30,948,935
Additions	-	2,530	1,094,800	69,895	1,350	46,575	15,376	-	-	1,230,526
Grants received / receivable	-	-	(381,500)	-	-	-	-	-	-	(381,500)
Disposals	-	(1,620)	(33,637)	-	(496)	(208)	-	-	-	(35,961)
Reclassification	-	-	(46,720)	-	-	-	46,720	-	-	-
At 31.12.2014 and 01.01.2015	12,079,195	1,418,855	15,143,274	672,225	542,054	1,471,057	435,340	-	-	31,762,000
Additions	-	6,381	357,516	93,625	53,341	60,145	149,214	228,450	-	948,672
Grants received / receivable	-	(986)	(154,193)	(21,440)	(13,502)	(14,341)	(99,242)	-	-	(303,704)
Grants reversal	-	-	381,500	-	-	-	-	-	-	381,500
Disposals	-	(1,245,550)	(9,805,104)	(373,668)	(228,594)	(984,327)	(224,166)	-	-	(12,861,409)
Reclassification	-	1,182,953	(1,097,444)	965	13,052	(7,526)	-	(92,000)	-	-
At 31.12.2015	12,079,195	1,361,653	4,825,549	371,707	366,351	525,008	261,146	136,450	-	19,927,059
<b>Accumulated Depreciation</b>										
At 01.01.2014	7,001,162	1,343,407	12,102,897	445,440	386,859	1,168,832	275,915	-	-	22,724,512
Depreciation for the year	241,584	23,069	890,315	108,748	73,442	95,895	62,613	-	-	1,495,666
Disposals	-	(1,620)	(12,294)	(190)	(380)	(145)	-	-	-	(14,629)
At 31.12.2014 and 01.01.2015	7,242,746	1,364,856	12,980,918	553,998	459,921	1,264,582	338,528	-	-	24,205,549
Depreciation for the year	241,584	125,268	725,481	84,957	60,155	91,573	60,650	-	-	1,389,668
Disposals	-	(1,245,550)	(9,801,236)	(373,202)	(228,544)	(984,327)	(224,166)	-	-	(12,857,025)
Reclassification	-	45,092	(45,092)	-	-	-	-	-	-	-
At 31.12.2015	7,484,330	289,666	3,860,071	265,753	291,532	371,828	175,012	-	-	12,738,192
<b>Net Book Value</b>										
At 31.12.2015	4,594,865	1,071,987	965,478	105,954	74,819	153,180	86,134	136,450	-	7,188,867
At 31.12.2014	4,836,449	53,999	2,162,356	118,227	82,133	206,475	96,812	-	-	7,556,451

The land is leased for 999 years commencing from November 1902. No capital sum was paid for the lease.

NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

4. AVAILABLE-FOR-SALE FINANCIAL ASSETS

	GROUP AND ASSOCIATION	
	2015	2014
	S\$	S\$
<i>Quoted investments</i>		
<u>Bonds*</u>		
Balance at beginning of the year	1,018,463	1,507,975
Disposals	-	(512,500)
Net fair value (losses) / gains recognised in fund	(46,588)	22,988
Balance at end of the year	971,875	1,018,463
<u>Equities</u>		
Balance at beginning of the year	3,219,944	2,921,325
Additions	-	19,125
Net fair value (losses) / gains recognised in fund	(144,176)	279,494
Balance at end of the year	3,075,768	3,219,944
<u>REITs</u>		
Balance at beginning of the year	2,923,266	2,921,619
Disposals	-	(177,760)
Net fair value (losses) / gains recognised in fund	(348,114)	179,407
Balance at end of the year	2,575,152	2,923,266
Total available-for-sale financial assets at end of the year	6,622,795	7,161,673
*Bonds comprise:-		
2.95% p.a. corporate bond due 20.06.2022	248,750	251,088
3.27% p.a. corporate bond due 19.02.2020	258,125	260,375
3.80% p.a. corporate bond due 23.04.2027	465,000	507,000
	971,875	1,018,463

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 5. RECEIVABLES

	GROUP		ASSOCIATION	
	2015	2014	2015	2014
	S\$	S\$	S\$	S\$
Event advances	158,903	139,959	158,903	139,959
Grant receivables	-	381,500	-	381,500
Interest receivables	18,295	12,655	18,295	12,655
Other receivables	-	17,567	-	17,567
Trade receivables	841,289	552,747	834,533	525,197
	<u>1,018,487</u>	<u>1,104,428</u>	<u>1,011,731</u>	<u>1,076,878</u>

Trade receivables are non-interest bearing and are generally on 14 to 30 days credit terms. They are recognised at their original invoiced amounts which represent their fair values on initial recognition. These receivables are unsecured and the analysis of their aging at the end of reporting period is as follows:-

	GROUP		ASSOCIATION	
	2015	2014	2015	2014
	S\$	S\$	S\$	S\$
Not past due	453,578	351,213	453,578	327,363
Past due 1-30 days	300,972	124,575	300,972	124,575
Past due 31-60 days	24,026	46,537	24,026	45,437
Past due more than 60 days	62,713	30,422	55,957	27,822
	<u>841,289</u>	<u>552,747</u>	<u>834,533</u>	<u>525,197</u>

Trade receivables include amount of S\$387,711 and S\$380,955 (2014: S\$201,534 and S\$197,834) for the Group and the Association respectively which are past due at the end of reporting period but not impaired.

### 6. AMOUNT DUE FROM A SUBSIDIARY

Amount due from a subsidiary is non-trade, unsecured, interest-free, repayable on demand and to be settled in cash.

### 7. FIXED DEPOSITS

Fixed deposits earned interest ranging from 0.20% to 1.14% (2014: 0.20% to 0.85% ) per annum and matured within 2 months to 12 months (2014: 7 days to 12 months). In 2014, the amount of S\$81,955 was under charge.

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 8. CASH AND BANK BALANCES

Cash and bank balances are denominated in the following currencies: -

	GROUP		ASSOCIATION	
	2015 S\$	2014 S\$	2015 S\$	2014 S\$
Australian Dollar	14,171	14,068	103	-
Singapore Dollar	6,896,949	3,868,010	5,353,027	3,320,485
United States Dollar	4,810	5,386	4,810	5,386
Others	1,163	6,368	1,162	6,368
	<u>6,917,093</u>	<u>3,893,832</u>	<u>5,359,102</u>	<u>3,332,239</u>

### 9. OTHER FUNDS

	GROUP AND ASSOCIATION					
	At beginning of year S\$	Receipt S\$	Expense S\$	Net Movement S\$	Transfer between funds S\$	At end of year S\$
<u>2015</u>						
<u>Unrestricted Funds - Designated</u>						
Community Service Fund	256,995	188,932	(815,040)	(626,108)	377,244	8,131
YMCA FACES	256,980	-	(36,853)	(36,853)	-	220,127
Project Bridge Fund	133,151	749,280	(669,742)	79,538	-	212,689
YMCA - Lim Kim San						
Volunteers Programme Fund	1,115,881	-	-	-	-	1,115,881
	<u>1,763,007</u>	<u>938,212</u>	<u>(1,521,635)</u>	<u>(583,423)</u>	<u>377,244</u>	<u>1,556,828</u>
<u>Restricted Funds</u>						
Disaster Relief Fund	49,839	34,634	(34,515)	119	-	49,958
ISP Project Fund	21,666	24,251	(16,064)	8,187	-	29,853
Rebuilding Community						
Programme @ Dujiangyan Fund	86,949	-	(51,980)	(51,980)	-	34,969
YMCA - Seet Hiong Kiat and						
Kuah Siew Eng Education Fund	20,000	-	-	-	-	20,000
Club accounts	5,463	48,485	(47,506)	979	-	6,442
	<u>183,917</u>	<u>107,370</u>	<u>(150,065)</u>	<u>(42,695)</u>	<u>-</u>	<u>141,222</u>
	<u>1,946,924</u>	<u>1,045,582</u>	<u>(1,671,700)</u>	<u>(626,118)</u>	<u>377,244</u>	<u>1,698,050</u>



NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

9. OTHER FUNDS (Continued)

	GROUP AND ASSOCIATION				Transfer	
	At beginning of year S\$	Receipt S\$	Expense S\$	Net Movement S\$	between funds S\$	At end of year S\$
<u>2014</u>						
<u>Unrestricted Funds - Designated</u>						
Community Service Fund	26,350	110,717	(724,219)	(613,502)	844,147	256,995
YMCA FACES	323,656	-	(66,676)	(66,676)	-	256,980
Project Bridge Fund	132,876	119,562	(658,007)	(538,445)	538,720	133,151
YMCA - Lim Kim San Volunteers Programme Fund	1,116,090	-	(209)	(209)	-	1,115,881
	1,598,972	230,279	(1,449,111)	(1,218,832)	1,382,867	1,763,007
<u>Restricted Funds</u>						
Disaster Relief Fund	70,350	12,804	(33,315)	(20,511)	-	49,839
ISP Project Fund	10,922	15,716	(4,972)	10,744	-	21,666
Rebuilding Community Programme @ Dujiangyan Fund	86,949	-	-	-	-	86,949
YMCA - Seet Hiong Kiat and Kuah Siew Eng Education Fund	20,000	-	-	-	-	20,000
Club accounts	5,376	13,115	(13,028)	87	-	5,463
	193,597	41,635	(51,315)	(9,680)	-	183,917
	1,792,569	271,914	(1,500,426)	(1,228,512)	1,382,867	1,946,924

Community Service Fund is set up for the purpose of funding YMCA Community Services.

YMCA FACES (Financial Assistance and Capability for Employment Scheme) seeks to provide short-term supplementary financial aid to needy families and to address the growing need for employment of people with special needs by providing meaningful work training attachment opportunities.

Project Bridge Fund supports Project Bridge which aims to provide personal development programmes and counselling for early school leavers and youth-at-risk.

YMCA – Lim Kim San Volunteers Programme Fund is set up for the purpose of promoting volunteerism and to recruit, retain and motivate volunteers.

Disaster Relief Fund is set up for the purpose of supporting volunteer relief and rehabilitation works undertaken by the Association from time to time.

Rebuilding Community Programme @ Dujiangyan Fund is set up for the purpose of supporting the Association's rebuilding community programmes in Sichuan, China.

YMCA – Seet Hiong Kiat and Kuah Siew Eng Education Fund is set up to provide educational sponsorship for needy students who desire to pursue higher education but do not have adequate means to do so.

Clubs accounts are maintained for clubs involved in various activities.

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 10. PAYABLES AND ACCRUALS

	GROUP		ASSOCIATION	
	2015	2014	2015	2014
	S\$	S\$	S\$	S\$
Trade payables	513,283	669,865	503,813	668,355
Funds and advance billing	698,934	381,737	698,934	381,737
Accrued operating expenses	1,481,593	1,033,006	1,085,722	983,657
Deposits payables	922,531	690,089	922,531	690,089
Fees received in advance	600,786	666,948	183,452	168,239
	4,217,127	3,441,645	3,394,452	2,892,077

### 11. OTHER INCOME

	GROUP		ASSOCIATION	
	2015	2014	2015	2014
	S\$	S\$	S\$	S\$
Management fee income	-	-	1,684,725	1,836,319
Rental	356,038	361,922	356,038	361,922
Sundries	235,428	342,455	112,382	237,302
	591,466	704,377	2,153,145	2,435,543

### 12. TOTAL INCOMING RESOURCES / RESOURCES EXPENDED

	GROUP		ASSOCIATION	
	2015	2014	2015	2014
	S\$	S\$	S\$	S\$
Total incoming resources for the year are arrived at after crediting:-				
Room and Café revenue	(4,515,142)	(4,259,003)	(4,515,142)	(4,259,003)
Child care and student care fee	(4,120,667)	(3,258,637)	(4,120,667)	(3,258,637)
International service programme	(1,207,221)	(1,076,896)	(1,207,221)	(1,076,896)
Student and child care subsidy from MSF	(1,899,619)	(1,853,670)	(1,899,619)	(1,853,670)
Project Bridge VaSP grant from JP Morgan Chase Foundation	(259,980)	(218,701)	(259,980)	(218,701)
Youth For Cause grant from Citi Foundation	(309,488)	(171,318)	(309,488)	(171,318)
YEP fundings from NYC	(667,574)	(352,228)	(667,574)	(352,228)
Wage credit scheme	(441,071)	(257,435)	(438,906)	(257,435)
Total resources expended for the year are arrived at after charging:-				
Commission	1,231,492	948,738	-	-
Contract Security	128,100	125,400	128,100	125,400
Donations to overseas	97,583	38,981	97,583	38,981
Depreciation (Note 3)	1,423,893	1,516,160	1,389,668	1,495,666
Food & beverages	750,589	657,077	750,589	657,077
Insurance	79,681	64,506	79,681	64,506
International service programme fee	1,412,324	1,138,047	1,412,324	1,138,047
License	120,649	109,152	120,441	108,402
Property Tax	392,917	174,400	392,917	174,400
Repair and maintenance	192,535	208,835	192,535	208,835
Utilities	329,885	495,646	329,885	495,646
Staff costs* comprise:-				
- Salaries and other costs	10,894,137	9,841,323	10,647,545	9,613,271
- Employer's contribution to CPF	1,394,123	1,215,346	1,355,898	1,183,371

\*Includes key management personnel compensation as disclosed in Note 13.

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 13. KEY MANAGEMENT PERSONNEL COMPENSATION

Key management personnel of the Group and the Association are those having the authority and responsibility for planning, directing and controlling the activities of the Group and the Association. The members of the Board of Directors and the Senior Management Team are considered as key management personnel of the Group and the Association.

	2015 S\$	2014 S\$
Key management personnel compensation comprises:-		
Salaries and other short-term employee benefits	725,443	623,236
Employer's contribution to CPF	57,272	49,687
	<u>782,715</u>	<u>672,923</u>

The below disclosure represents remuneration bands for key management personnel with annual remuneration above S\$100,000:-

	2015	2014
S\$200,000 - S\$250,000	1	-
S\$150,001 - S\$200,000	1	1
S\$100,001 - S\$150,000	3	3
	<u>5</u>	<u>4</u>

None of the directors received any emoluments in respect of their service as directors of the Group and the Association for both of the financial years.

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 14. TAXATION

	GROUP	
	2015	2014
	S\$	S\$
Provision in respect of the results of the year	-	-

The reconciliation of the tax expense and the results for the financial year multiplied by the applicable tax rate is as follows: -

	GROUP	
	2015	2014
	S\$	S\$
Profit before taxation	1,738,771	2,219,039
Tax calculated at rate of 17%	295,591	377,237
Revenue not taxable for tax purpose	(3,838,031)	(3,606,688)
Expenses not deductible for tax purpose	3,548,278	3,234,132
Effect of enhanced claim	(8,825)	(1,726)
Unrecognised deferred tax assets / (liabilities)	2,987	(2,955)
	-	-

The deferred tax assets are not recognised due to uncertainty of recovery.

The Association has been registered as a charity under the Charities Act and is exempted from income tax under the provisions of the Income Tax Act Cap. 134.

### 15. TAX EXEMPT DONATIONS

The Association received tax exempt donations amounting to S\$920,694 (2014: S\$1,564,787) during the financial year.

### 16. RELATED PARTY TRANSACTIONS

The following significant transactions took place between the Association and the subsidiary at mutually agreed terms during the financial year:-

	ASSOCIATION	
	2015	2014
	S\$	S\$
Donation income	861,503	735,669
Management fee income	1,684,725	1,836,319
Function room rental income	44,062	184,831

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 17. CAPITAL COMMITMENTS

Capital expenditure contracted but not provided for in the financial statements: -

	GROUP AND ASSOCIATION	
	2015	2014
	S\$	S\$
Computer software	207,750	-
Renovation	159,160	209,145
	<u>366,910</u>	<u>209,145</u>

### 18. OPERATING LEASE COMMITMENTS

*Operating lease commitments – as lessee*

Rental of copiers for the year amounted to S\$45,421 and S\$33,087 (2014: S\$42,817 and S\$32,442) for the Group and the Association respectively.

At the end of reporting period, the Group and the Association have committed to make the following non-cancellable lease payments in respect of the rent of copiers with a term of more than one year:-

	GROUP		ASSOCIATION	
	2015	2014	2015	2014
	S\$	S\$	S\$	S\$
Within one year	41,303	45,676	29,483	33,724
After one year but within five years	74,584	91,871	43,602	61,683
	<u>115,887</u>	<u>137,547</u>	<u>73,085</u>	<u>95,407</u>

*Operating lease commitments – as lessor*

Rental of premises for the year amounted to S\$356,038 and S\$356,038 (2014: S\$361,922 and S\$361,922) for the Group and the Association respectively.

At the end of reporting period, the Group and the Association have committed to receive the following non-cancellable lease payments in respect of the rent of the premises with a term of more than one year:-

	GROUP AND ASSOCIATION	
	2015	2014
	S\$	S\$
Within one year	372,156	361,910
After one year but within five years	66,588	147,589
	<u>438,744</u>	<u>509,499</u>

None of the leases include contingent rent.



## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 19. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The management of the Group monitors and manages the financial risk relating to the operations of the Group to ensure appropriate measures are implemented in a timely and effective manner. These risks include market risk, credit risk and liquidity risk.

#### Foreign Currency Risk

The Group has minimal dealings in foreign currencies and as such, the Group is not significantly exposed to foreign currency risk. Sensitivity analysis is not performed as the impact is not significant.

#### Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates. The Group's interest rate exposure relates primarily to its investment portfolio in fixed deposits and bonds. At the end of reporting period, the Group is not significantly exposed to interest rate risk as the interest-bearing instruments mainly carry fixed interest. Sensitivity analysis is not performed as the impact is not significant.

#### Price Risk

The Group is exposed to securities price risk because of the investments held by the Group which are classified on the statement of financial position as available-for-sale financial assets. To manage its price risk arising from investments in securities, the Group diversifies its portfolio. Diversification of the portfolio is done in accordance with the asset allocation set by the Group, which is reviewed on a regular basis.

#### Credit Risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group has adopted the policy of only dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. The Group does not expect to incur material credit losses on its financial assets.

The Group has no significant concentrations of credit risk.

#### Financial assets that are neither past due nor impaired

Receivables that are neither past due nor impaired are creditworthy debtors. Cash and cash equivalents that are neither past due nor impaired are placed with financial institutions with high credit ratings.

#### Financial assets that are either past due or impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 5.

#### Liquidity Risk

The Management manages the liquidity prudently and aims at maintaining an adequate level of liquidity. The Group has sufficient funds to support its operations.

The maturity profile of the Group's financial liabilities is within twelve months from the end of reporting period for both years.

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 20. RESERVES POLICY

The following table sets out the reserves position as at the end of reporting period: -

GROUP AND ASSOCIATION	GROUP AND ASSOCIATION		
	2015 S\$	2014 S\$	% Increase/ (Decrease)
Unrestricted Funds (*Reserves)			
- Accumulated Fund	19,436,883	18,350,955	6
Designated and Other Funds			
- Capital Replacement Fund	6,684,136	5,782,419	16
- Fair Value Reserve	38,239	577,116	(93)
- Other Funds	1,556,828	1,763,007	(12)
	27,716,086	26,473,497	
Restricted Funds			
- Building Asset Capitalisation Reserve	2,065,147	2,179,878	(5)
- Other Funds	141,222	183,917	(23)
Total Funds	29,922,455	28,837,292	
Ratio of *Reserves to relevant annual operating expenditure	2.90	3.28	

The reserves that the Group has set aside provide financial stability and the means for the development of the Group's principal activities. The Group targets for an optimum of three years of operating reserves from surpluses generated through its social enterprises. The Group has set aside a percentage of its surpluses for large scale asset renewal as capital replacement fund. These reserves will be critical when donations dry up or the economy is at a downturn and they allow the Group fundraising efforts to sustain its programmes and not to be detracted from fundraising for asset renewal purposes when the need arises.

The Board regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfill the Group's continuing obligations.

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 21. CLASSIFICATION OF FINANCIAL INSTRUMENTS

The following table sets out the financial instruments as at the end of reporting date:-

	GROUP		ASSOCIATION	
	2015 S\$	2014 S\$	2015 S\$	2014 S\$
<u>Financial assets</u>				
Available-for-sale financial assets	6,622,795	7,161,673	6,622,795	7,161,673
Loans and receivables:-				
Receivables	859,584	964,469	852,828	936,919
Deposits	41,803	40,927	41,803	38,424
Amount due from a subsidiary	-	-	797,081	342,712
Fixed deposits	12,201,230	12,146,997	12,201,230	12,146,997
Cash and bank balances	6,917,093	3,893,832	5,359,102	3,332,239
Total financial assets	26,642,505	24,207,898	25,874,839	23,958,964
<u>Financial liabilities</u>				
At amortised cost:-				
Payables and accruals	2,917,407	2,392,960	2,512,066	2,342,101
Total financial liabilities	2,917,407	2,392,960	2,512,066	2,342,101

### 22. CONTINGENT LIABILITY

As at 31 December 2015, a financial institution has issued letters of guarantee of S\$48,000 (2014: S\$227,935) to third parties on behalf of the Group and the Association. The letter of guarantee in year 2014 was charged on fixed deposits.

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 23. FAIR VALUES

*Fair value of financial instruments that are carried at fair value*

#### Fair value hierarchy

The Group classifies fair value measurement using fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and
- Level 3 – Inputs for the asset or liability that is not based on observable market data (unobservable inputs).

#### Determination of fair value

*Quoted bonds, equities and REITs:* Fair value is determined directly by reference to their published market bid prices at the end of reporting period.

Available-for-sale financial assets of the Group and the Association measured at fair value of S\$6,622,795 (2014: S\$7,161,673) are sourced from quoted prices in active markets for identical investments which is included in Level 1.

*Fair value of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value*

The carrying amounts of the financial assets (other than available-for-sale instruments) and financial liabilities are recorded in the financial statements at their approximate fair values, determined in accordance with the accounting policies disclosed in Note 2 to the financial statements.

## NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2015

### 24. RECLASSIFICATION OF COMPARATIVES FIGURES

Certain reclassifications have been made to prior year's financial statements to enhance comparability with current year's financial statements. The reclassifications include the following:-

	GROUP		ASSOCIATION	
	Before reclassification	After reclassification	Before reclassification	After reclassification
<u>Statement of comprehensive income</u>				
<u>2014</u>				
<u>Income resources</u>				
Donations	573,739	334,739	1,309,409	1,070,409
Education	4,284,269	4,537,895	-	253,626
Membership Fees and Activities	495,797	508,912	495,797	508,912
Other Income	958,003	704,377	2,689,169	2,435,543
Community Services	279,099	518,099	279,099	518,099
International Programmes	1,566,367	1,594,887	1,566,367	1,594,887
<u>Resources expended</u>				
Education	1,634,157	1,706,594	-	72,437
Membership Fees and Activities	811,083	824,111	811,083	824,111
Other Operating Expenses	1,271,454	1,199,017	1,271,454	1,199,017
International Programmes	1,522,828	1,561,115	1,522,828	1,561,115

### 25. NEW OR REVISED ACCOUNTING STANDARDS AND INTERPRETATIONS

Certain new accounting standards, amendments and interpretations to existing standards have been published that are mandatory for accounting periods beginning on or after 1 January 2016. The group does not expect that adoption of these accounting standards or interpretations will have a material impact on the group's financial statements.

### 26. AUTHORISATION OF FINANCIAL STATEMENTS

The board of directors approved and authorised the financial statements for issue on 7 April 2016.

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**YMCA OF SINGAPORE**  
新加坡基督教青年会

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